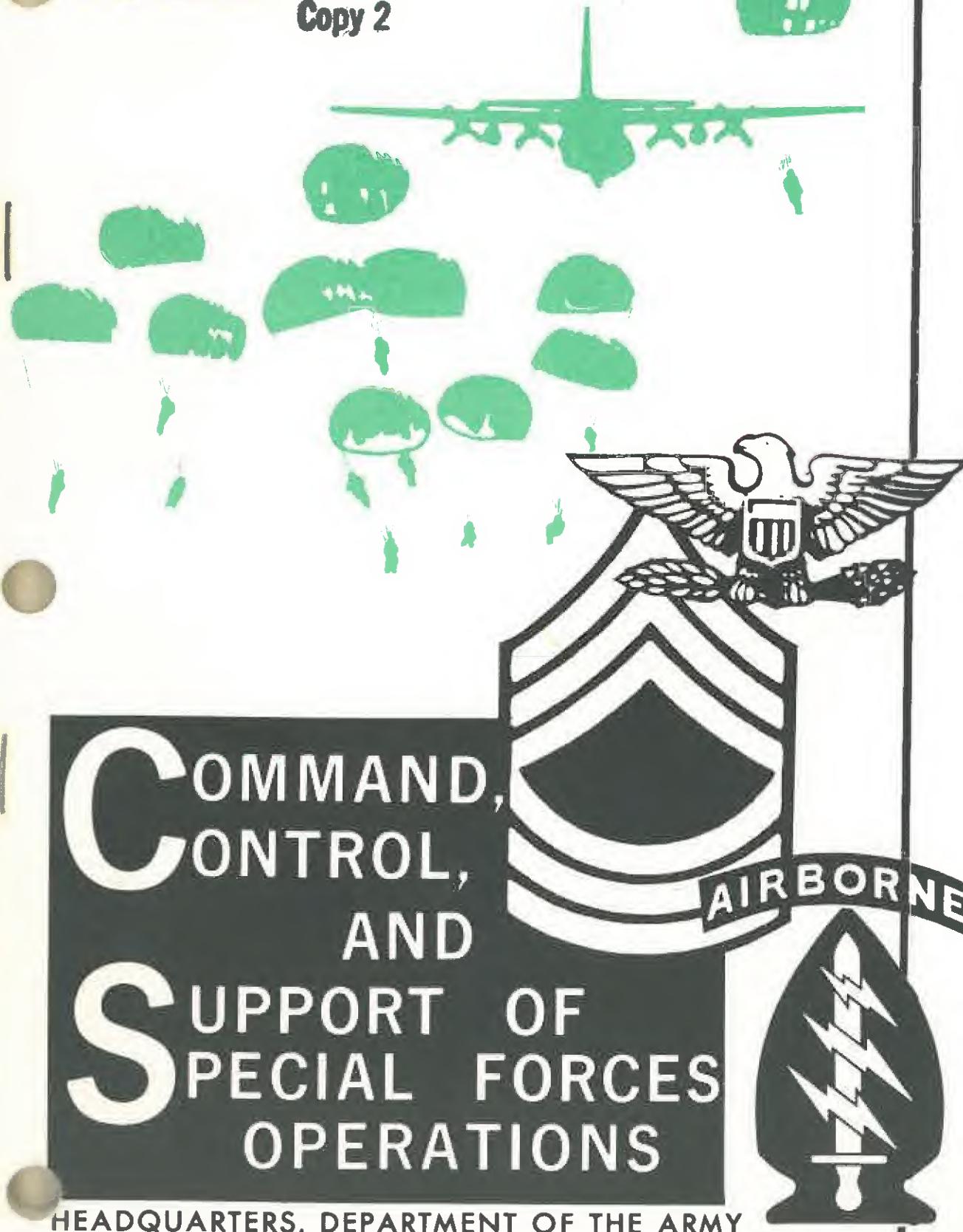


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FIELD  
MANUAL | No. 31-22

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
Washington, DC, 23 December 1981

## **COMMAND, CONTROL, AND SUPPORT OF SPECIAL FORCES OPERATIONS**

\*This manual supersedes TC 31-20-1, 22 October 1976, including all changes.

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**The use of the pronoun "he" in this manual is intended to include  
both the masculine and feminine genders.**

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## PREFACE

This manual describes Special Forces (SF) missions, capabilities, organization, and operations in support of unconventional warfare (UW), special operations (SO), and foreign internal defense (FID). It provides a doctrinal base on which the US Army UW community can build and a reference (chapters 2, 3, 4, and 10) for non-SF commanders and staffs under whose auspices US Army SF may operate.

It encompasses fundamental principles derived from history, lessons learned, field experience, selected publications, and prudent military judgement. Applying and adapting these principles to any given mission requires common sense, know-how, and flexibility.

UW, SO, and FID missions performed by SF are unique and cover a broad spectrum. They

demand that those responsible for conducting operations have a thorough understanding of SF doctrine and capabilities. Accordingly, military leaders at all levels must use these basic concepts of SF doctrine to optimize the use of this unique combat force.

To understand more fully the capabilities and operations of Special Forces, you should read (C) FM 31-20, Special Forces Operations (U), the capstone manual for SF doctrine.

SF commanders and trainers at all echelons should use this FM in conjunction with ARTEP 31-101, Army Training and Evaluation Program for Special forces.

Users of this manual are encouraged to submit comments and recommended changes on DA Form 2028 to:

**Commandant**  
**US Army Institute for Military Assistance**  
**ATTN: ATSU-CDD-CSD**  
**Fort Bragg, North Carolina 28307**



# PURPOSE AND SCOPE



**T**his field manual provides doctrinal guidance to Special Forces (SF) commanders and their staffs for command, control, and support of SF operations. It deals with the organization, missions, and operations in support of unconventional warfare (UW), special operations (SO), and foreign internal defense (FID). It provides the US Army UW community a doctrinal base on which to build and also serves as a reference for non-SF commanders and staffs under whose auspices US Army SF may operate.

This manual presents organizational and operational concepts that will allow commanders to command and their staffs to plan and prepare operational elements for deployment and, after deployment, to direct, administer, and support these elements in UW, SO, and FID environments. This concept, using the organization and equipment of the Special Forces group (SFG), can be applied in principle to either the SF battalion or SF company when that unit is sufficiently augmented with personnel and equipment from the SFG.



From an examination of past UW operations, a number of military principles have evolved. These principles, developed during peace and war, apply to the employment of Special Forces and impact on the organization and operations.

They are:

*Centralized planning/decentralized execution.*

*Maximum latitude granted to subordinate elements.*

*Use of support bases.*

*Delegation of authority.*

*Detailed coordination between commander and staff.*

*Establishment of a command element specifically dedicated to the prosecution of UW.*

Each commander will organize his forces and operate *based on his situation, his personnel, and his personal preferences* and/or standing operating procedures. Therefore, this field manual does not prescribe a fixed structure that must be used. Rather, it discusses a generalized structure that can satisfy the command and staff requirements normally associated with a tactical operation. This generalized structure allows SF commanders flexibility while insuring their responsiveness to operational mission requirements. It provides flexibility to meet mission requirements while retaining the basic command and staff structure for centralized planning and decentralized execution by subordinate commanders.

The following chapters present an overview of Special Forces missions, structure and capabilities, various command and control arrangements for UW operations, organizations, command and control for SO and FID, support of the tactical commander, and training tips.



## CHAPTER 2 MISSIONS



The Army's primary objective is to win the land battle -- to fight and win battles, large or small, against any foe, in any location. US Army Special Forces are ready to meet the challenge of modern warfare, not just with new equipment, but with doctrine and training that will insure responsiveness and accomplishment of the mission. Success will depend on their ability to develop and maintain a high state of combat effectiveness.

Special Forces are a force specifically developed, trained, equipped, and tasked to pro-

vide the US Army the flexibility to tailor its response to various contingencies. They provide a training, advisory, or operational capability in the functional areas of:

<i>Command and staff</i>	<i>Logistics</i>
<i>Operations</i>	<i>Tactics</i>
<i>Intelligence</i>	<i>Weapons</i>
<i>Demolitions</i>	<i>Communications</i>
<i>Medical</i>	<i>Field engineering</i>



This chapter provides a broad overview of the SF mission -- to train, organize, supply, direct, and control indigenous forces in the conduct of:

*Unconventional Warfare*

*Special Operations*

*Foreign Internal Defense*

## UNCONVENTIONAL WARFARE

Responsibility for the various aspects of UW has been delegated by the Joint Chiefs of Staff (JCS) to that service having primary concern. The US Army is responsible for guerrilla warfare and related ground activities. US Army Special Forces are primarily concerned with guerrilla warfare, but they must be prepared to support the other aspects of UW such as survival, evasion, resistance, escape, and recovery (SERER) operations; subversion; direct action; economy of force; and air interdiction to support US national interests.

Unconventional warfare is the primary mission of US Army Special Forces. It may be conducted in remote, urban, or rural environments during peace or war to exploit military, political, economic, or psychological vulnerabilities of an enemy. UW operations, as directed by the National Command Authority (NCA), may be:

### OVERT

No attempt is made to conceal either the operation or identity of the sponsor.

### COVERT

Operations which are so planned and executed as to conceal the identity of the sponsor. They differ from clandestine operations in that emphasis is placed on concealment of identity of sponsor rather than on concealment of the operation.

**CLANDESTINE**

Operations which are so planned and executed in such a way as to assure secrecy or concealment. They differ from covert operations in that emphasis is placed on concealment of the operation rather than on concealment of identity of sponsor.

US Army Special Forces normally do not create a resistance movement; the potential should exist prior to their commitment. When directed, they provide support and advice to indigenous resistance forces by working with leaders and in-place assets.

When committed to accomplish the UW objectives of the NCA, US Army Special Forces are primarily concerned with:

- Guerrilla Warfare*
- Evasion and Escape*
- Subversion and Sabotage*

**GUERRILLA WARFARE**

Guerrilla warfare is defined as military and paramilitary operations conducted in enemy-held or hostile territory by irregular, predominantly indigenous forces. It is:

*Conducted to complement, support, or extend conventional military operations.*

*Characterized by swift, brief, violent offensive actions carried out with elusiveness, mobility, and surprise.*

*Influenced by military, political, and legal considerations; local population support; and external sponsorship.*

Guerrilla operations wear down and inflict casualties upon the enemy, damage supplies and facilities, and hinder and delay enemy operations. The success of guerrilla operations -- even the fact that the guerrillas continue to exist -- lowers enemy morale and prestige; disrupts the economy, politics, and industry of the enemy or enemy-occupied areas; and main-

tains the morale and will to resist of the native population. In addition, the enemy is compelled to divert manpower and equipment to combat guerrilla activities.

Guerrilla warfare missions that contribute to the land battle may be described in two main categories:

*Missions to Support the Unified Command*

*Missions to Support Conventional Combat Forces*

Included in these missions are linkup and post-linkup operations.

**MISSIONS TO SUPPORT THE UNIFIED COMMAND**

These missions are strategic in nature and have both long-range and immediate effects on the enemy. Special Forces influence guerrilla force unconventional operations to accomplish these strategic missions. Operational command of UW forces is retained by the unified commander. He assigns missions and orders their execution in the area of operations through the Joint Unconventional Warfare Command/Joint Unconventional Warfare Task Force (JUWC/JUWTF). Type missions include:

**INTERDICTION**

Operations are conducted to hinder or interrupt the enemy's lines of communication, deny him use of certain key areas, and destroy industrial facilities, military installations, equipment, and resources. Of all guerrilla operations, interdiction usually has the widest impact on the enemy's ability to wage war and consequently is considered the basic guerrilla warfare operational mission.

**PSYCHOLOGICAL OPERATIONS (PSYOP)**

Guerrilla operations are conducted in a manner that creates a favorable impact on the indigenous population since adverse psychological effects of guerrilla operations may out-

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weigh the tactical results. The ability of guerrilla forces to influence the population and to elicit civilian support depends largely upon the psychological impact the resistance movement has upon the populace. Guerrilla forces operating in enemy territory demoralize the enemy. This benefits the resistance movement and should be fully exploited by Special Forces. Normally, PSYOP conducted by guerrilla forces support the needs of the operational area and are governed by the overall objectives of the unified command.

### *INTELLIGENCE*

Special Forces, although not primarily an intelligence collection agency, may be required to support information gathering tasks of a special nature. Special Forces located deep behind enemy lines are ideally situated to contribute to the overall intelligence plan of the unified command. However, security restricts radio traffic, thus limiting the amount of intelligence information which can be relayed. Special tasks may require information pertaining to:

- Order of battle data.*
- Support of psychological operations.*
- Targets of opportunity.*
- Post-strike assessments.*
- Political, sociological, and economic matters.*
- Support of specific air, ground, and naval operations.*
- Technical intelligence.*
- Identification, location, and affiliation of all known or suspected enemy collaborators.*

### **MISSIONS TO SUPPORT CONVENTIONAL COMBAT FORCES**

UW operations are normally ongoing before the commitment of conventional combat forces. When a corps is committed and its area

of intelligence interests nears the UW operational area (UWOA), guerrilla operations are expanded to assist the tactical commander. An SF liaison party is provided by the SF operational base (SFOB) to the corps headquarters.

Prior to linkup, SF-advised guerrilla forces can complement, support, or extend conventional force offensive, defensive, and retrograde operations.

### **OFFENSE**

Guerrilla forces can assist the tactical commander to:

#### **SEE THE BATTLEFIELD**

Guerrilla forces can provide highly accurate and timely intelligence information by conducting reconnaissance and maintaining surveillance of critical routes, areas, and installations.

#### **CONCENTRATE OVERWHELMING COMBAT POWER**

Guerrilla forces can conduct cover and deception operations to allow the commander to concentrate his combat power for the attack. They may also divert enemy units from an objective area by accelerating activity in other areas.

#### **SUPPRESS THE ENEMY'S DEFENSIVE FIRES**

Guerrilla forces can attack enemy weapon systems to support the commander's fire suppression plan.

#### **SHOCK, OVERWHELM, AND DESTROY THE ENEMY**

Guerrilla forces can support the main attack by:

*Interdicting or blocking approaches to an objective area.*

*Occupying and holding key terrain features for a limited time.*

*Seizing key installations, e.g., bridges, tunnels, dams, and power facilities, to prevent destruction by the enemy.*

*Conducting supporting attacks against enemy forces and facilities.*

*Providing guides.*

*Assisting in containing bypassed enemy units.*

*Assisting in recovery of prisoners and stragglers.*

*Assisting in control of civilians.*

#### ATTACK THE ENEMY REAR

As conventional forces close on UW elements and conduct operations near the UWOA, guerrilla forces can support airborne, airmobile, or amphibious assaults on objectives deep in the enemy's rear. Timing for employment of guerrilla forces is extremely important. Premature commitment may alert the enemy and lead to the destruction of the guerrilla force. Conversely, late employment may not have the desired effect upon the enemy.

#### DEFENSE

Guerrilla forces can assist conventional defensive operations by providing accurate and timely strategic intelligence from deep within enemy territory. These forces operating within enemy rear areas may divert enemy units from tactical employment by conducting interdiction, blocking approaches to an objective area, or attacking enemy forces and facilities.

#### RETROGRADE

In retrograde operations, guerrilla forces may be used in the same manner as in offensive and defensive operations. As movement is rearward, guerrilla forces positioned behind enemy lines are uniquely suited to provide realtime intelligence to the tactical commander.

#### LINKUP OPERATIONS

Many offensive operations in which guerrilla forces assist conventional combat forces involve a linkup between elements of the two

forces. This linkup may occur in ground, airborne, airmobile, or amphibious operations. As linkup becomes imminent, coordination and control are intensified and positive restrictions are placed on the forces involved.

#### POSTLINKUP OPERATIONS

When the United States retains control of guerrilla forces, these forces may be further employed on missions in support of and under control of conventional combat forces. For this role, a period of retraining and reequipping is usually required prior to commitment to combat.

In addition, US Army SF-advised indigenous forces may be employed to augment conventional forces conducting combat operations or to conduct operations behind friendly lines.

Until command relationships can be established with the appropriate command, Special Forces should remain with indigenous forces to help them adapt to becoming a combat unit operating in a strange environment under unknown higher commanders. Indigenous forces employed in support of conventional forces should be commanded by their own officers.

#### EVASION AND ESCAPE

Evasion and escape (E&E) is defined as the procedures and operations whereby military personnel and other selected individuals are enabled to emerge from an enemy-held or hostile area to areas under friendly control.

E&E nets provide a means for the recovery and exfiltration of personnel from hostile areas. They are composed of members of the auxiliary or underground and are compartmented to reduce the possibility of penetration or compromise. All E&E nets operating in theater are directed by the JUWC/JUWTF. The E&E activities in a UWOA are coordinated by the SFOB to support overall theater E&E plans. SF personnel are trained to plan and conduct E&E activities and may advise, assist, supervise, or train resistance forces to organize and operate E&E

mechanisms in the UWOA. In addition to this capability, Special Forces can:

*Implement identity verification procedures.*

*Establish contacts and contact procedures.*

*Coordinate exfiltration.*

*Provide additional communication support.*

Special operations can be conducted during periods of peace or hostility. They are normally limited in scope and duration, and may be conducted in urban, rural, or remote areas.

Because of their sensitivity, special operations are directed only by the NCA or by a unified or joint task force commander if so delegated. Command and control of special operations are exercised through a JUWTF. (See chapters 4 and 9.) The JUWTF may be established directly under the JCS or may already exist under a unified command.

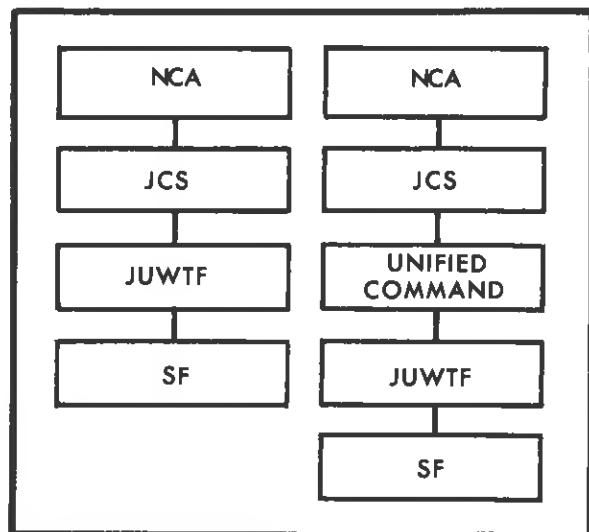
### SUBVERSION AND SABOTAGE

Subversion is defined as action designed to undermine the military, economic, psychological, or political strength and morale of a regime. Resistance forces use force and violence or penetration by a series of planned political actions to undermine, overthrow, or affect the decisions or actions of an incumbent government or occupying power. Special Forces support indigenous subversion operations to further UW objectives of the unified command.

Sabotage is defined as an act or acts with intent to injure, interfere with, or obstruct the national defense of a country by willfully injuring or destroying, or attempting to injure or destroy, any national defense or war materiel, premises or utilities, to include human and natural resources. Sabotage may be the most effective or the only means of attacking a specific target. Special Forces may be required to advise and assist resistance forces in the conduct of some act or acts of sabotage that contribute to both resistance and US national objectives. Planning guidance, intelligence, and logistical support are provided by the SFOB for the integration of local activities into a theaterwide sabotage campaign.

### SPECIAL OPERATIONS

Special operations are sensitive actions of a specified nature initiated in the face of emergency or strategic contingency. Special Forces provide a valuable option in response to highly sensitive and critical situations.



Special operations may be executed --

*Unilaterally by Special Forces.*

*Jointly by Special Forces and indigenous assets.*

*Unilaterally by indigenous assets -- trained and directed by Special Forces*

Special forces may be tasked to perform --

#### INTELLIGENCE MISSIONS

Conduct strategic reconnaissance, surveillance, and target acquisition.

#### STRATEGIC TARGET MISSIONS

Call for and adjust, air, naval, or artillery fire on observed targets.

Conduct electronic target acquisition/designation.

Plan and execute attacks on critical strategic targets using conventional or special munitions.

Abduct selected personnel.

#### *RECOVERY MISSIONS*

Liberate PWs and political prisoners.

Locate, identify, and extract personnel not detained, e.g., downed aircrews, political or military leaders who have expressed a desire to be placed under US control, and other selected personnel.

Locate, identify, and recover sensitive items, e.g., nuclear weapons, satellites, classified documents, etc.

#### *ANTI-TERROR MISSIONS*

When directed, advise and assist in hostage rescue operations.

Assess vulnerability of installations to terrorist attacks.

Advise and assist on measures to prevent terrorist acts.

Provide advice on security for critical installations and systems.

Attack terrorist installations and personnel to preclude their continued threat.

Locate, identify, and recover sensitive items stolen by terrorist groups.

*See chapter 9 for additional information on special operations.*

## **FOREIGN INTERNAL DEFENSE**

Foreign internal defense is defined as participation by civilian and military agencies of

*a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency.*

Special Forces may be directed to conduct foreign internal defense missions within the framework of US security assistance programs. Special Forces' maturity, flexibility, skills, and expertise enable them to provide valuable advisory and operational assistance to friendly governments confronted with subversion, lawlessness, and insurgency.

Internal defense embraces all measures taken by a government to free and protect its society from subversion, lawlessness, and insurgency. It is intended to create an atmosphere of internal security and relative peace.

A Special Forces group, augmented as required with civil affairs, psychological operations, medical, military police, and engineer elements, possesses the highly specialized skills needed to assist a host country to develop internal defense. A Special Forces group so augmented is called a security assistance force (SAF).

When directed, Special Forces may be employed in a limited internal defense role to provide advisory assistance to host country - -

*Regular Forces.*

*Paramilitary or Irregular Forces.*

*Government Agencies.*

Special Forces missions to support internal defense are broad in scope. These missions are broken down into detailed requirements dictated by the local situation and the host country internal defense plan. (See chapter 9 for additional information on FID.)

## **SUMMARY**

In this chapter we looked at a variety of missions which may be assigned to Special

Forces during the conduct of UW, SO, and FID. Our discussion of UW centered on Special Forces employment in guerrilla warfare -- that area of responsibility for UW delegated by the JCS to the Army. We also saw that Special Forces must be prepared to assume responsibility for the other aspects of UW, as well as for operations in a force multiplier role. In the review of SO, we considered those missions that employ Special Forces' maturity, flexibility, skills, and expertise. The discussion of internal defense was primarily concerned with Special Forces advisory and operational assistance to friendly governments confronted with subversion, lawlessness, and insurgency.

Thus far, unconventional warfare, special operations, and foreign internal defense have

been discussed as separate areas for the employment of Special Forces. These areas are related and in some situations require that two or all three be conducted at the same time. For example, Special Forces may be tasked to conduct special operations (strategic intelligence missions, strategic target missions, etc.) as an adjunct to their primary mission of unconventional warfare. Foreign internal defense operations may require Special Forces to employ unconventional warfare techniques, e.g., guerrilla warfare, to deny support to the insurgents by establishing islands of popular support for the government; at the same time various special operations may be conducted.



CHAPTER  
**3**

# STRUCTURE AND CAPABILITIES



The Special Forces group is a multipurpose force. Its organization, flexible command arrangements, tailored logistical and fiscal procedures, and highly trained personnel enable it to accomplish a variety of missions -- either in a primary role or in a role supporting other forces or agencies. Deployment for operations may involve only selected individuals or detachments with special capabilities, or it may require one or more Special Forces groups.

## AIRBORNE SPECIAL FORCES GROUP

### ORGANIZATION

The Airborne Special Forces Group includes a headquarters and headquarters company, three Special Forces battalions, a service company, a signal company, and a combat intelligence (CBT) company. Each battalion consists of a battalion headquarters and three companies; each company includes a company

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headquarters and six operational detachments. This flexible organization is designed to enhance tailoring for specific missions. For operational purposes, the battalion headquarters becomes a C detachment, the company headquarters a B detachment, and the operational detachment an A detachment. Therefore, the normal basic operational elements of an Airborne Special Forces Group are 3 C detachments, 9 B detachments, and 54 A detachments. The organization presented here represents the type Special Forces group currently in the force structure.

### MISSION

To plan for and conduct operations in the related areas of unconventional warfare, special operations, and foreign internal defense as directed by the NCA.

### ASSIGNMENT

To a unified command or as directed by the NCA.

### CAPABILITIES

The Airborne Special Forces Group can --  
*Function as the Army component, or as an element of a separate Army component headquarters, of a JUWC or a JUWTF.*

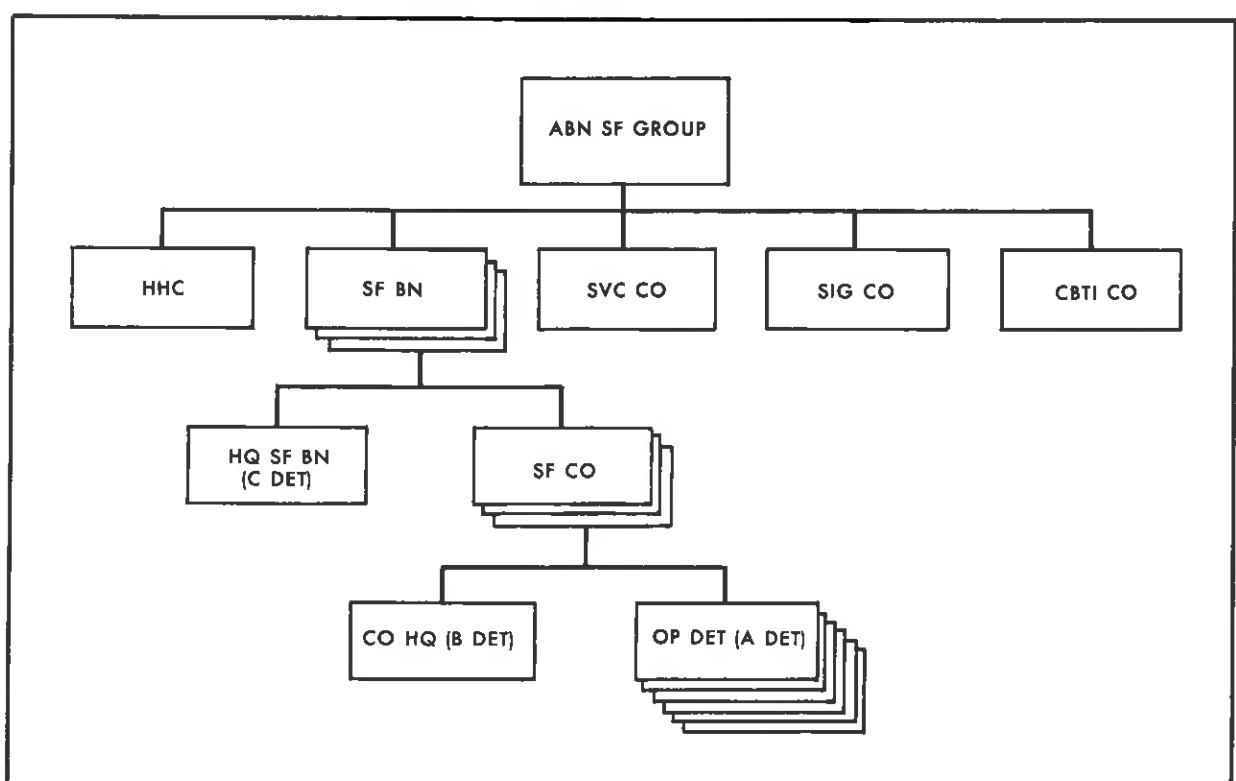
*Command, control, and support organic and attached elements*

*Establish, support, and operate a Special Forces operational base and up to three forward operational bases (FOB).*

*Infiltrate or exfiltrate specified areas by air, land, or sea.*

*Operate in remote areas and hostile environments for extended periods with minimal external direction and support.*

*Develop, organize, equip, train, and advise indigenous forces to conduct guerilla warfare.*



*Train, advise, and assist US and allied forces or agencies.*

*Provide, when required, Special Forces liaison parties to corps or higher headquarters.*

#### LIMITATIONS

*The Airborne Special Forces Group --*

*Requires additional combat and combat service support for sustained operations.*

*Is not normally employed as a conventional maneuver unit.*

*Normally operates beyond the range of conventional fire support.*

To provide personnel and administrative support for the group headquarters.

#### ASSIGNMENT

Organic to the Airborne Special Forces Group.

#### CAPABILITIES

The group headquarters can provide --

*Command and control, staff planning, and staff supervision of administration and operations for the group and attached elements.*

*Command and staff personnel to establish, support, and operate a Special Forces operational base and one or more forward operational bases.*

*Advice and coordinate the employment of Special Forces elements with a JUWC, JUWTF, military assistance advisory groups, or other major headquarters.*

*Operational direction for all communications.*

The headquarters company can provide limited administrative and routine logistical support for the group headquarters and headquarters company.

## HEADQUARTERS AND HEADQUARTERS COMPANY

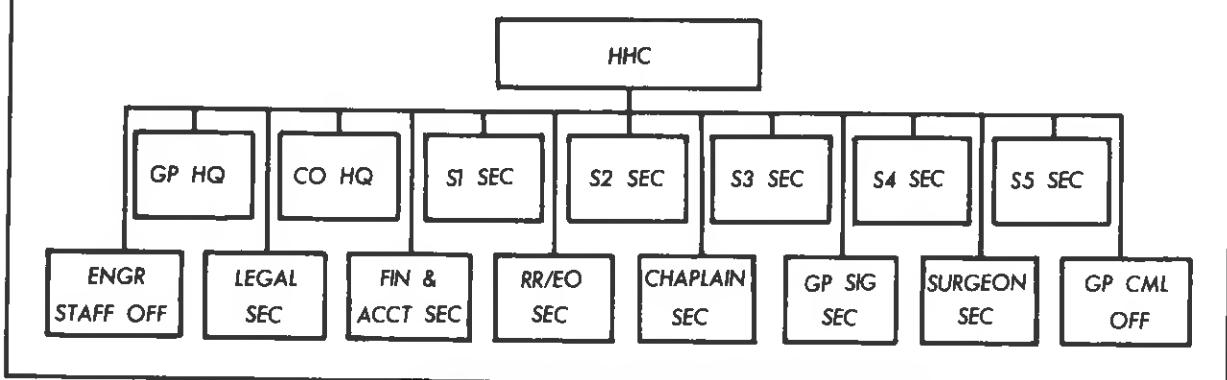
#### ORGANIZATION

See illustration below.

#### MISSION

To provide command and control and staff planning for the Special Forces group and attached elements.

#### ORGANIZATION



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The operational elements of the Airborne Special Forces Group are:

C detachment.

B detachment.

A detachment.

Although primarily organized for command and control purposes, C and B detachments can perform a variety of operational missions. The A detachment is specifically organized, trained, and equipped to provide the basic operational element for the group.

Let's now look at the organization for each of these elements.

### SPECIAL FORCES BATTALION

#### ORGANIZATION

See illustration below.

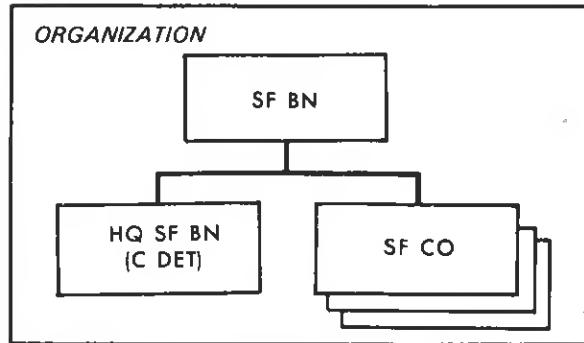
#### MISSION

To provide command, control, and staff elements to the Special Forces group for employment in unconventional warfare, special operations, and foreign internal defense.

To train, prepare, and provide operational elements to the group for deployment in unconventional warfare, special operations, and foreign internal defense.

#### ASSIGNMENT

Organic to the Airborne Special Forces Group.



#### CAPABILITIES

This unit can - -

*Expand the command and control capabilities of the Special Forces operational base.*

*Provide command and control elements for designated unconventional warfare operational areas.*

*Advise, assist, and train counterpart indigenous forces.*

*Train, prepare, and provide operational elements for deployment.*

*Provide, when directed, liaison parties to corps or higher headquarters.*

### HEADQUARTERS SPECIAL FORCES BATTALION (C DETACHMENT)

#### ORGANIZATION

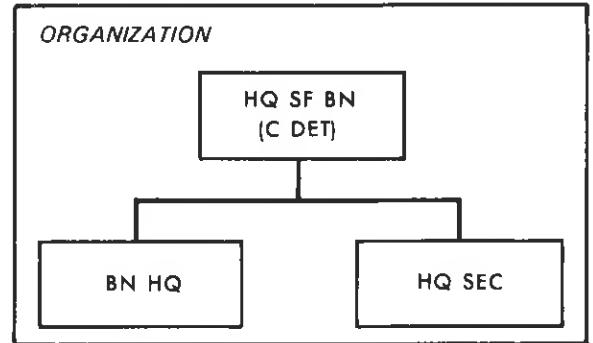
See illustration below.

#### MISSION

To plan and conduct unconventional warfare, special operations, and foreign internal defense.

#### ASSIGNMENT

Organic to the Special Forces Battalion.



**CAPABILITIES**

This unit can --

*Command, control, and provide limited support to assigned and attached elements.*

*Provide operational elements to the Special Forces group for deployment.*

*Establish and operate a forward operational base to expand the command and control capabilities of the Special Forces operational base.*

*Conduct independent operations.*

*Serve as a command and control element in designated unconventional warfare operational areas.*

*Advise, assist, and train counterpart indigenous forces.*

*Prepare operational elements for deployment.*

*Serve as a liaison party.*

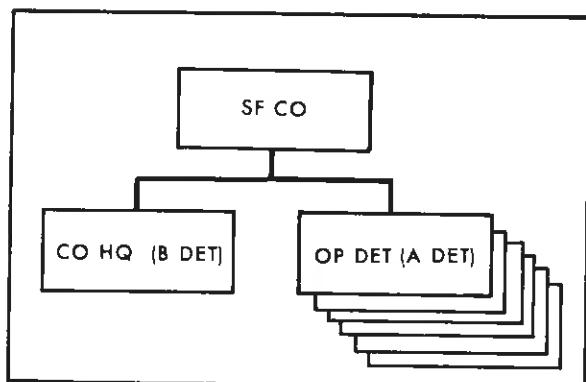
*Augment the staff sections of the group.*

**SPECIAL FORCES COMPANY****ORGANIZATION**

*See illustration below.*

**MISSION**

To conduct unconventional warfare, special operations, and foreign internal defense.

**ASSIGNMENT**

*Organic to the Special Forces Battalion.*

**CAPABILITIES**

The company headquarters (B detachment) can:

*Command and control assigned operational detachments (A detachments).*

*Prepare operational elements for deployment.*

*Serve as a basic building block for a force designated to conduct special operations.*

*Serve as a pilot team to assess the resistance potential in a UWOA.*

*Serve as a command and control element in designated UWOAs.*

*Serve as a liaison party.*

*Augment the staff sections of the group or the battalion (C detachment).*

The operational detachment (A detachment) can:

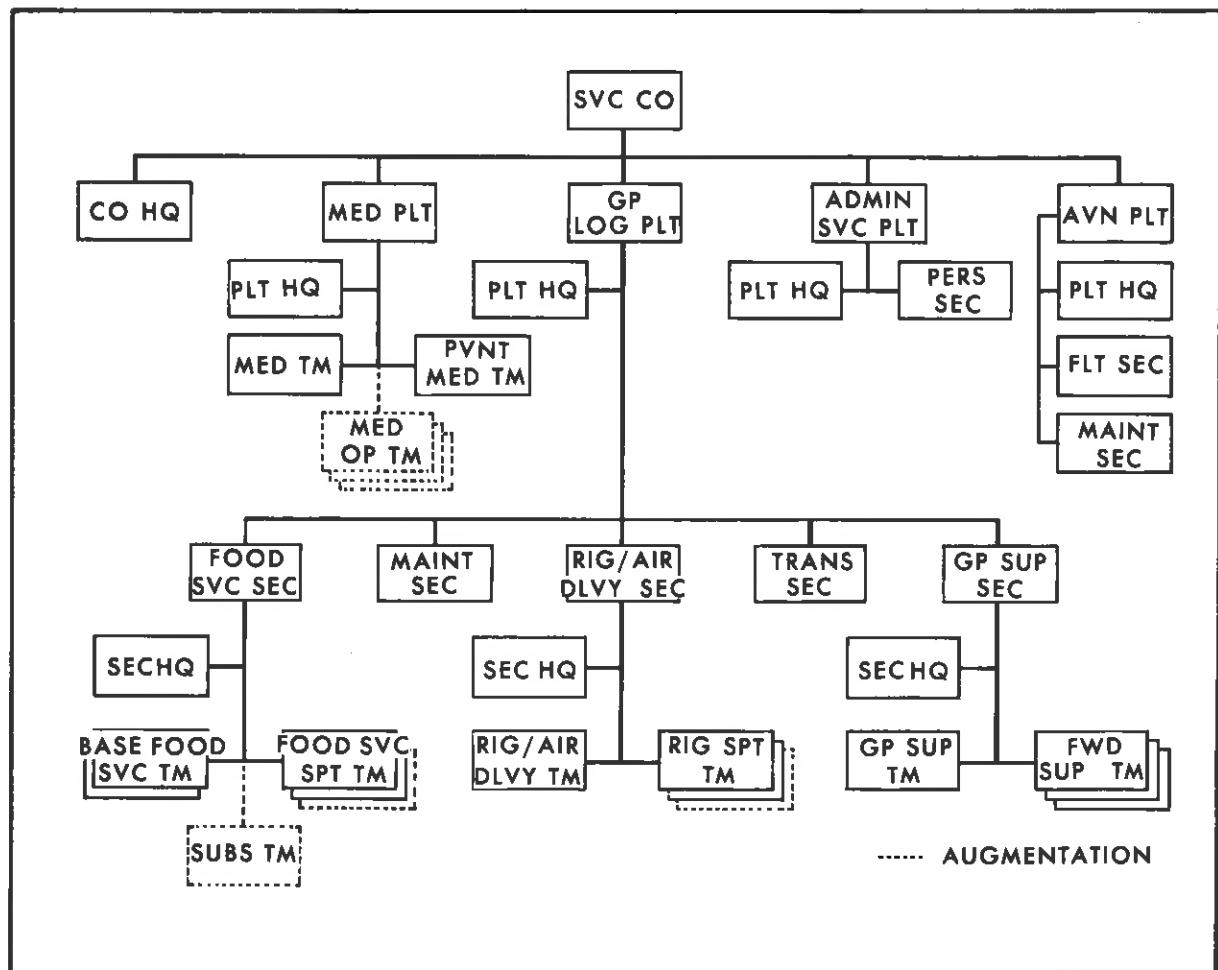
*Develop, organize, equip, train, and advise indigenous forces in unconventional warfare.*

*Conduct special operations separately or as part of a larger force.*

*Train, advise, and assist US and allied forces or agencies in the conduct of foreign internal defense.*

**SERVICE COMPANY****ORGANIZATION**

The service company is organized to provide administrative, logistical, medical, rigger/aerial delivery, maintenance, mess, limited aviation, and transportation support for the group. For extensive operations, augmentation may be required. The service company provides support to the group headquarters elements from the SFOB support center. Forward support elements are deployed to FOBs as required.



#### MISSION

To provide administrative, logistical, and limited aviation support for the Special Forces group.

#### ASSIGNMENT

Organic to the airborne Special Forces group.

#### CAPABILITIES

This unit can provide:

*Personnel and equipment to establish and operate the support center of the SFOB.*

*When required, forward support elements to FOB.*

*Consolidated or fragmented dispensary, preventive medicine, and veterinary support tailored to the needs of the supported elements.*

*Consolidated or fragmented administrative services support tailored to the needs of the supported elements.*

*Consolidated or fragmented mess support tailored to the needs of the supported elements.*

*Personnel and cargo parachute packing, organizational maintenance of air*

*delivery items, rigger support, and limited aerial delivery support.*

*Logistical support by planning, monitoring, and recording the procurement, receipt, temporary storage, issue and distribution of supplies and equipment.*

*Consolidated or fragmented maintenance support (except for wheeled vehicles, signal equipment, and power generators of the signal company) tailored to the needs of the supported elements.*

*Limited transportation support.*

*Limited aviation support for command, control, liaison, reconnaissance activities, and limited operational missions.*

*Maintenance support to perform aviation unit maintenance on all organic aircraft and organizational maintenance of all avionics equipment.*

## SIGNAL COMPANY

### ORGANIZATION

The signal company is organized to provide internal communications, terminal communications facilities, signal equipment maintenance, and photographic support for the group from the SFOB signal center. Forward support elements are deployed to FOBs as required.

### MISSION

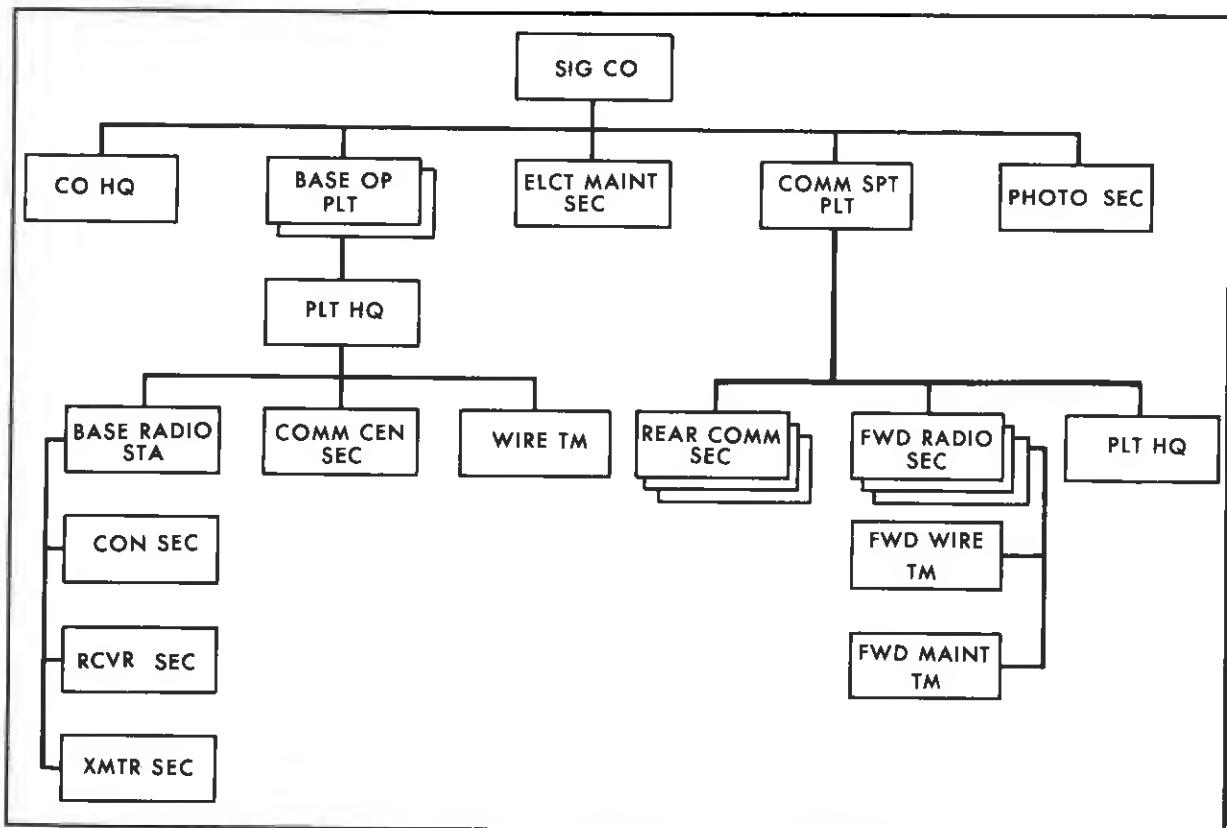
To provide signal communications for the Special Forces group.

### ASSIGNMENT

Organic to the airborne Special Forces group.

### CAPABILITIES

This unit can:



*Plan, install, operate, and maintain continuous internal communications for SFOB and one FOB with full communications capability to include communication center services and telephone, teletypewriter, and radio communications.*

*Provide AM radio, radio teletypewriter, and telephone communications, and limited direct support signal maintenance for two subordinate FOBs.*

*Terminate landline telephone and teletype circuits from the theater communications system, higher and adjacent headquarters at the SFOB/FOB, and telephone circuits at the two subordinate FOBs.*

*Provide radio net control stations (NCS) for the SFOB/FOB.*

*Perform direct support maintenance of the group's signal equipment (less crypto) and limited general support maintenance of signal equipment peculiar to Special Forces.*

*Provide limited photographic support for*

*the group to include the development of black and white still prints.*

## COMBAT INTELLIGENCE COMPANY

### ORGANIZATION

*See illustration below.*

### MISSION

*To provide integrated intelligence and operations security (OPSEC) support and electronic warfare (EW) advice to the Special Forces group.*

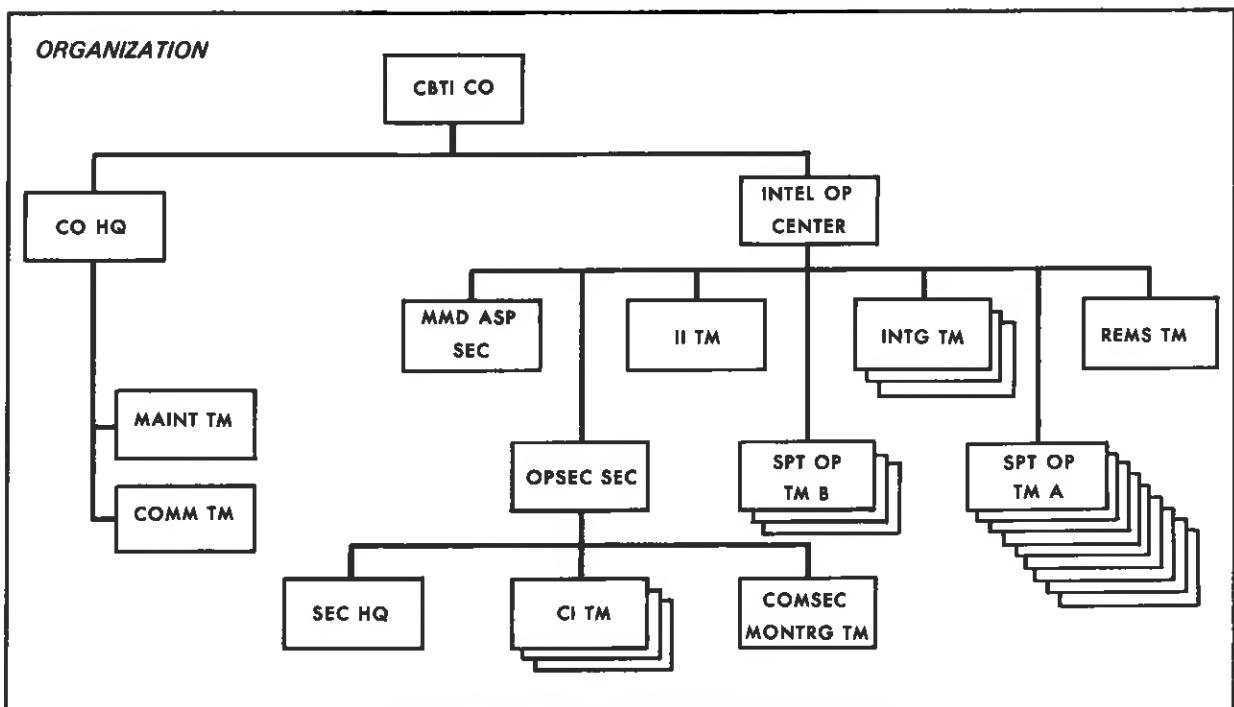
*To provide intelligence, OPSEC and EW mobile training teams (MTT) in support of UW or FID.*

### ASSIGNMENT

*Organic to the airborne Special Forces group.*

### CAPABILITIES

*This unit can:*



*Provide communications intelligence (COMINT), imagery interpretation (II), interrogation, OPSEC, tactical surveillance and reconnaissance, and integrated all-source intelligence management, analysis, production, and dissemination in support of the Special Forces group.*

*Supplement Special Forces operational detachment personnel in intelligence training, advice and assistance of non-US military and/or paramilitary forces.*

*Supplement the Special Forces group staff and operational elements in providing intelligence, OPSEC, and EW assistance for the conduct of unconventional warfare and foreign internal defense missions.*

*Provide tailored support operations teams to supplement Special Forces operational detachments for the conduct of unconventional warfare and foreign internal defense missions.*

*Provide COMINT direct support to SFOB, FOB, and operational detachments.*

*Provide for the analysis, production, and dissemination of integrated intelligence from all sources.*

*Provide imagery interpretation and interface with imagery interpretation elements of other commands.*

*Provide for the interrogation of prisoners of war, refugees, line and border crossers, and other personnel of intelligence interest.*

*Provide multidiscipline OPSEC and related counterintelligence support.*

*Provide expertise in the use of remotely monitored sensors (REMS) and other technical surveillance systems.*

*Provide special security functions.*

*Provide for communications as follows:*

*Personnel and equipment to establish a special intelligence (SI) secure landline teletype system as the primary communications system between the SFOB/FOB and the JUWC or JUWTF.*

*Personnel and equipment to establish an S1 secure radio teletypewriter (RATT) system between the mission management and dissemination and all source production (MMD/ASP) section and the subordinate Support Operations Teams B. (The RATT also provides an alternate communications system between the SFOB/FOB and the JUWC or JUWTF.)*

*Equipment to establish amplitude modulated/single sideband/frequency modulated (AM/SSB/FM) communications for command, control, and coordination of subordinate operational elements and intelligence reporting to supported elements of the Special Forces group. Additionally, AM/SSB will be used as an alternate means of communications under active EW conditions and where distance precludes successful FM communications. (Internal communications and terminal communication facilities of the Special Forces group are used to the maximum extent.)*





# COMMAND AND CONTROL OF UW OPERATIONS



**S**pecial Forces function under many varied command and control arrangements. The exact structure is determined by the assigned mission, tasks, and the requirements of the commander. In this chapter, we will discuss command and control of Special Forces from the unified command level down to the organization within the UW operational area.

*These principles apply whether US*

*Army Special Forces are operating under US, allied, or combined command and control organizations.*

## UNIFIED COMMAND

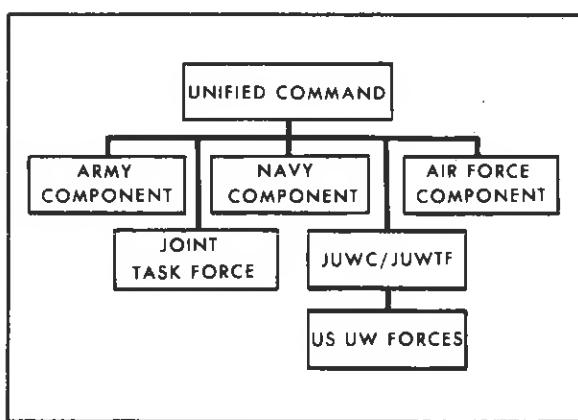
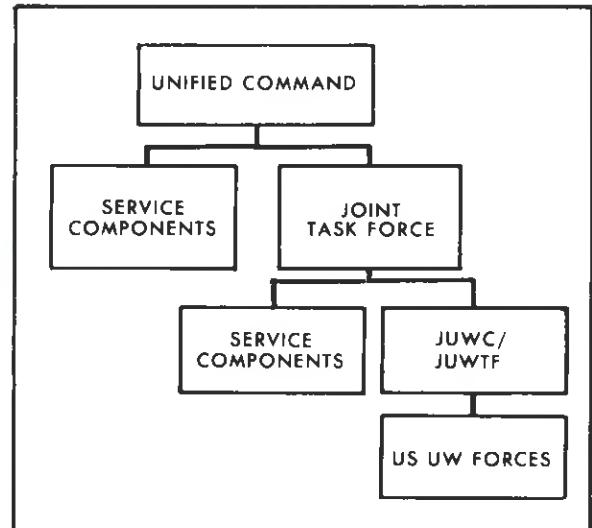
Unconventional warfare plans are prepared and updated by the unified commands. When it becomes necessary to implement UW in a theater of operations, a separate joint sub-

## FM31-22

ordinate command and control headquarters, either a JUWC or a JUWTF, is established by the unified command. Its structure and title may vary according to the commander, duration and magnitude of operations, and the involvement of US UW forces and/or nonmilitary agencies.

### JUWC/JUWTF

The JUWC is a joint headquarters with staff representations from all US UW forces and nonmilitary agencies and includes its own combat service support elements. A JUWTF may be formed to satisfy specific UW requirements. It may be subordinate to, or act as, the JUWC. The JUWTF is organized similar to a JUWC but is a semipermanent command arrangement. This command relationship is graphically shown below.



In some situations, the unified command may organize and dispatch a joint task force to an operational area for contingency operations. Its relationship to the JUWC/JUWTF is determined by the scope of operations of each element. If the areas of interest coincide, operational control of the JUWC/JUWTF may be passed from the unified command to the commander of the joint task force after the joint task force deploys to the operational area. This command relationship is graphically portrayed below. Where allied nations participate in UW operations, it may be necessary to organize a combined UW headquarters.

The commander of the JUWC/JUWTF exercises operational control of assigned UW forces through the appropriate component commander; e.g., operational control of Special Forces is through the commander of the JUWC/JUWTF Army component. A separate JUWC/JUWTF Army component headquarters is required when more than one Special Forces group is represented or if significant numbers of other Army elements are allocated to the JUWC/JUWTF. When one Special Forces group is represented, the group will normally function as the Army component headquarters. In some situations, the commander of the JUWC/JUWTF may exercise direct operational control of deployed UW forces.

### SFOB

The SFOB is a command post type arrangement formed and operated by the Special Forces groups from organic and attached resources. It is the focal point for operational, administrative, logistical, and communication support functions. Ideally, the SFOB is activated and established before the start of operations, but if prior activation is not authorized, it may be established on a standby basis for long-range or intra-theater/intrabase communications and contingency stocks.

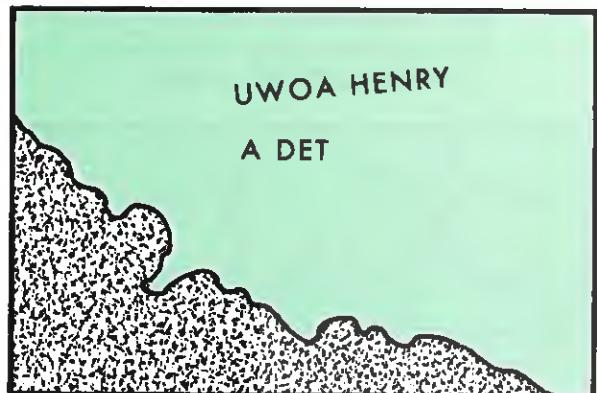
## FOB

An FOB is a command, control, and support arrangement established by the SFG - -

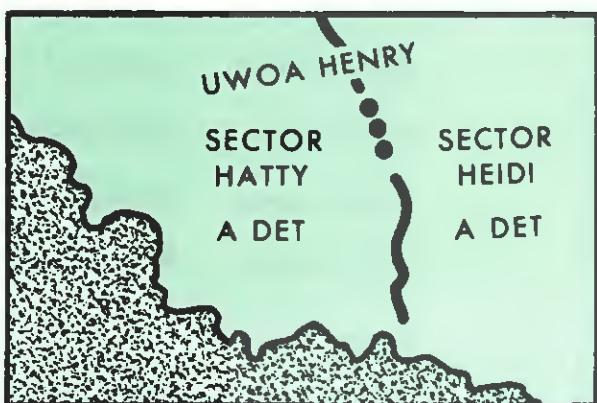
*For specific missions requiring a separate command and control headquarters reporting directly to a JUWC or JUWTF. The SFOB provides the resources to form the FOB, but has no command and control function. The FOB coordinates with the SFOB for operational, administrative, and logistical support as required. The organization, missions, and functions of the FOB are similar to those of the SFOB, but on a reduced scale.*

*To extend the span of control of the SFOB when distances involved preclude effective command or support of deployed operational elements. The organization and functions of the FOB will vary with the mission; duration and scope of operations; and security, communications, administrative, and logistical support requirements. For example, it may function as an intermediate command and control base, a forward launch/recovery site, or a radio relay site.*

*the situation is not well known, the resistance movement is not extensive, or the guerilla force is so well organized that minimum coordination is needed. This detachment normally coordinates directly with the SFOB (or FOB when established) on all operational, administrative, or logistical support matters.*



- Two or more Special Forces A, B, or C detachments may infiltrate concurrently, each establishing a separate sector command. This arrangement may be required when the size of the UWOA, enemy situation, or problems peculiar to the resistance movement would preclude effective operations by one detachment. Each detachment normally coordinates directly with the SFOB (or FOB when established) on all operational, administrative, or logistical support matters. There is no lateral communication between detachments.

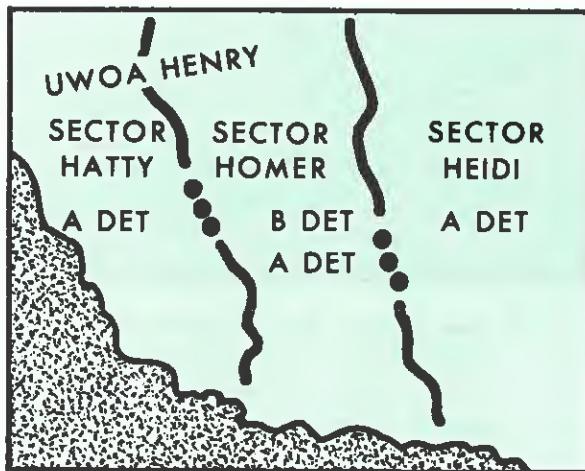


## UWOA

The mission, size, and composition of resistance forces, enemy situation, and political situation are some of the factors influencing the selection of Special Forces elements deployed into a UWOA. Regardless of the number and type detachments initially deployed into a specific UWOA, infiltration of additional detachments may be necessary because of increased operations, expansion of existing resistance forces, or for political reasons. The following three illustrations depict the most common methods of employing Special Forces in a UWOA.

- A Special Forces A, B, or C detachment may be infiltrated into a UWOA when

*As activities in the UWOA expand, a Special Forces B or C detachment may be deployed to command and control assigned operational elements. In this situation, subordinate sector commands coordinate all operational matters with either the B or C detachment which in turn coordinates directly with the SFOB (or FOB when established). Each detachment may coordinate routine administrative and logistical support with the SFOB or FOB.*



## COMMAND RELATIONSHIPS

Command relationships are based on the mission, duration and scope of operations, administrative and logistical support requirements, security requirements, communications capability, and desirable span of control.

Seven of the most common command relationships for Special Forces are illustrated on the following pages:

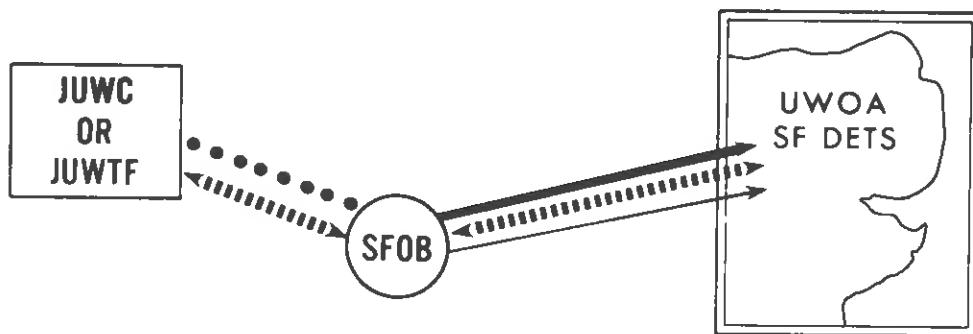
The first five situations show the relationships when Special Forces conduct operations that support the theater or unified command, but do not impact directly on conventional combat forces.

### LEGEND FOR ILLUSTRATIONS, SITUATIONS 1-7

- Command and Control\*
- — — — Control\*
- • • • • Operational Control\*
- ..... Intelligence
- — — — Administrative and Logistical Support

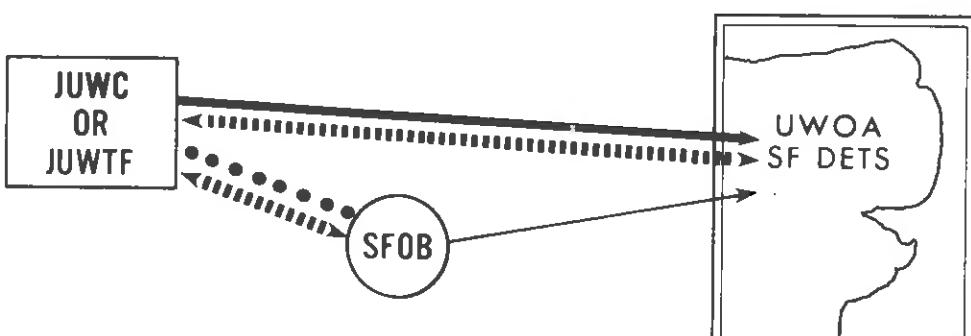
\*JCS Pub 1

## SITUATION 1



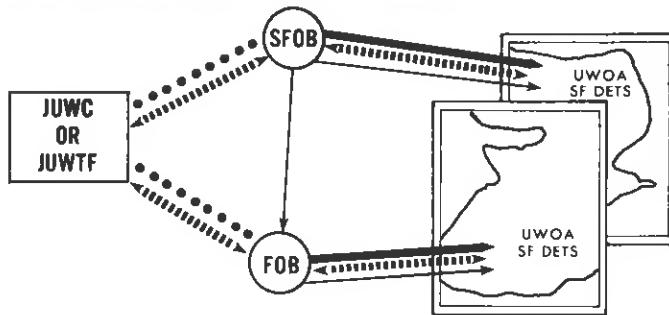
The most common relationship is for the SFOB to direct all operations in the UWOA. It provides command, control, administrative and logistical support for all of its detachments deployed in the UWOA, as well as those awaiting deployment at the SFOB.

## SITUATION 2



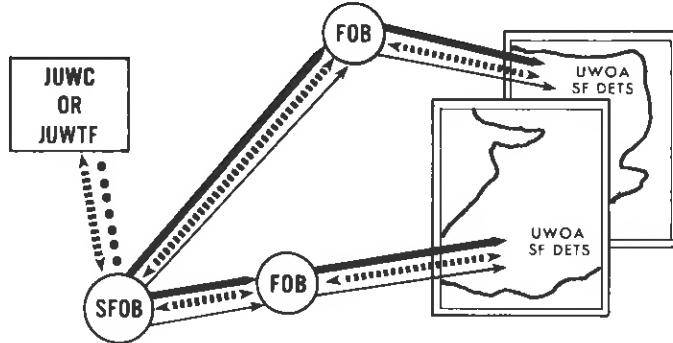
In this situation, the JUWC/JUWTF exercises direct command and control over Special Forces detachments in the UWOA. This may be for sensitive missions where positive control and maximum security measures are required. Those detachments awaiting deployment remain under the command and control of the SFOB. Deployed detachments may communicate directly with the SFOB for administrative and logistical support.

**SITUATION 3**



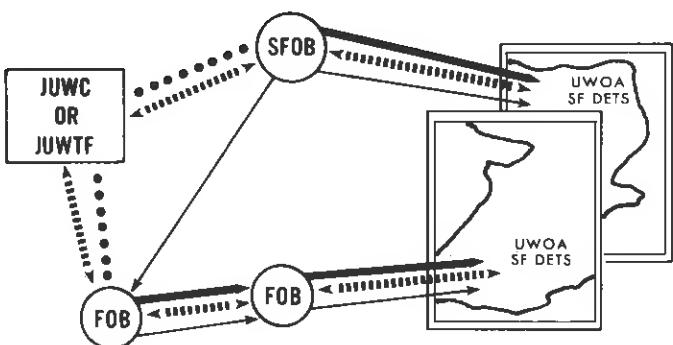
Theater UW missions may require the establishment of an FOB as a separate control headquarters reporting to a command other than the main SFOB. In this situation, the FOB provides direct command, control, administrative, and logistical support for all of its detachments. The FOB coordinates with the SFOB for operational, administrative, and logistical support as required.

**SITUATION 4**



An FOB may be established as an intermediate control headquarters to extend the span of control, support, or communications of the SFOB. The Special Forces group has the organic assets to establish two FOBs.

**SITUATION 5**



In this situation the FOB may be employed using a subordinate FOB to further extend its span of control, support, or communications.

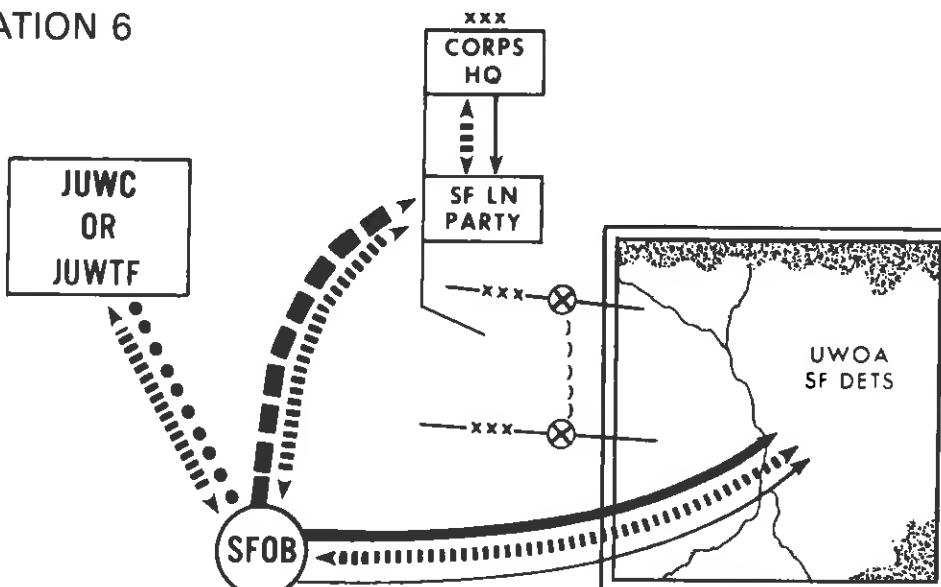
Next we'll discuss the role of the Special Forces liaison party.

A Special Forces liaison party may be provided by the SFOB and attached to a conventional headquarters to coordinate intelligence flow and to advise the conventional commander in Special forces employment when his:

when a corps area of interest encompasses the UWOA and the corps is provided a Special Forces liaison party.

The last situation describes those relationships that involve a corps closing on UW elements and conducting operations close to the UWOA, Special Forces elements being placed

### SITUATION 6



In this situation, a corps area of intelligence interest encompasses the UWOA although UW operations are beyond the corps area of influence. US UW forces are intended primarily to support the theater or unified command, and the majority of intelligence information gathered by UW forces is of interest to and for use by these commands. The sensitive nature of UW operations requires adhering to principles of compartmentation and strict security. Intelligence flow would follow existing lines of command and control with appropriate information being passed to the corps commander by the theater or unified commander. However, an SF liaison party may be provided by the SFOB to support the corps headquarters at this time.

The SF liaison party stays abreast of activities within the UWOA and informs the corps commander and staff. It makes continuing reports on matters within the scope of its mission, keeps appropriate records, and advises the corps commander of reports sent back to the SFOB. In particular, it insures the timely flow of intelligence from the UWOA through the SFOB to the liaison party at corps headquarters. Communications and operational security are essential to the survivability of UW forces in the UWOA and, therefore, only critical EEI requirements should be selected for collection by Special Forces elements. The SFOB retains command and control and provides administrative and logistical support to the operational detachments in the UWOA.

*Area of interest encompasses the UWOA.*

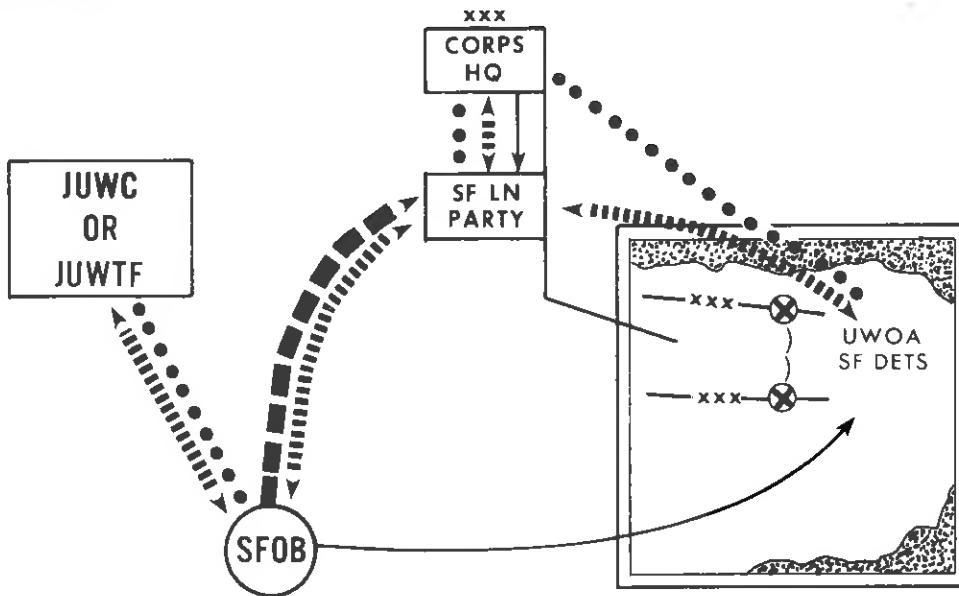
*Area of influence closes on the UWOA.*

The sixth situation depicts the relationship

under operational control of the conventional commander, and linkup operations.

WHEN WE DISCUSS PASSAGE OF OPERATIONAL CONTROL FROM THE UNIFIED COMMAND TO A SUBORDINATE

SITUATION 7



During this situation, a corps area of influence closes on the UWOA, and operations of either conventional ground forces or UW forces impact directly on the other. This may dictate passage of operational control of appropriate UW forces to the conventional commander. Close coordination and a rapid, timely flow of intelligence information must be maintained between UW and conventional forces. At this time, a Special Forces liaison party is normally provided by the SFOB to the corps headquarters. The liaison party can provide the conventional commander with intelligence of interest, assistance in linkup planning and passage of operational control of UW forces, and advice on Special Forces employment during and after linkup.

COMMAND, WE ARE REFERRING TO A  
CORPS. SPECIFIC MISSIONS MAY RE-  
QUIRE THAT OPERATIONAL CONTROL  
BE PASSED AS LOW AS DIVISION  
LEVEL.



**CHAPTER**  
**5****SPECIAL FORCES  
ORGANIZATION  
FOR OPERATIONS**

**T**he SF organization, as outlined in chapter 3, facilitates task organizing into operational elements based on mission requirements. Flexibility provided by the SFG cellular organizational structure allows the commander to establish a variety of command relationships based on the mission and the operational environment.

Special Forces will be faced with various

operational situations. The missions, tasks, and requirements that are derived from these situations will indicate the specific command relationships or arrangements that should be used. A number of situations that involve different command relationships are found in chapter 4. These situations should be used as guidelines in determining the optimal command and control system for each specific mission assigned to the SFG.

Frequently, the interrelated missions of UW, SO, and FID will be conducted simultaneously; as a result, it is conceivable that more than one command and control system may be in effect. For example, several SFODs "A" may be assigned UW missions and report directly to the SFOB, while a number of SFODs "A" will be engaged in SO missions and directed by an FOB; additionally, others under the direction of another FOB may be performing FID missions (figure below).

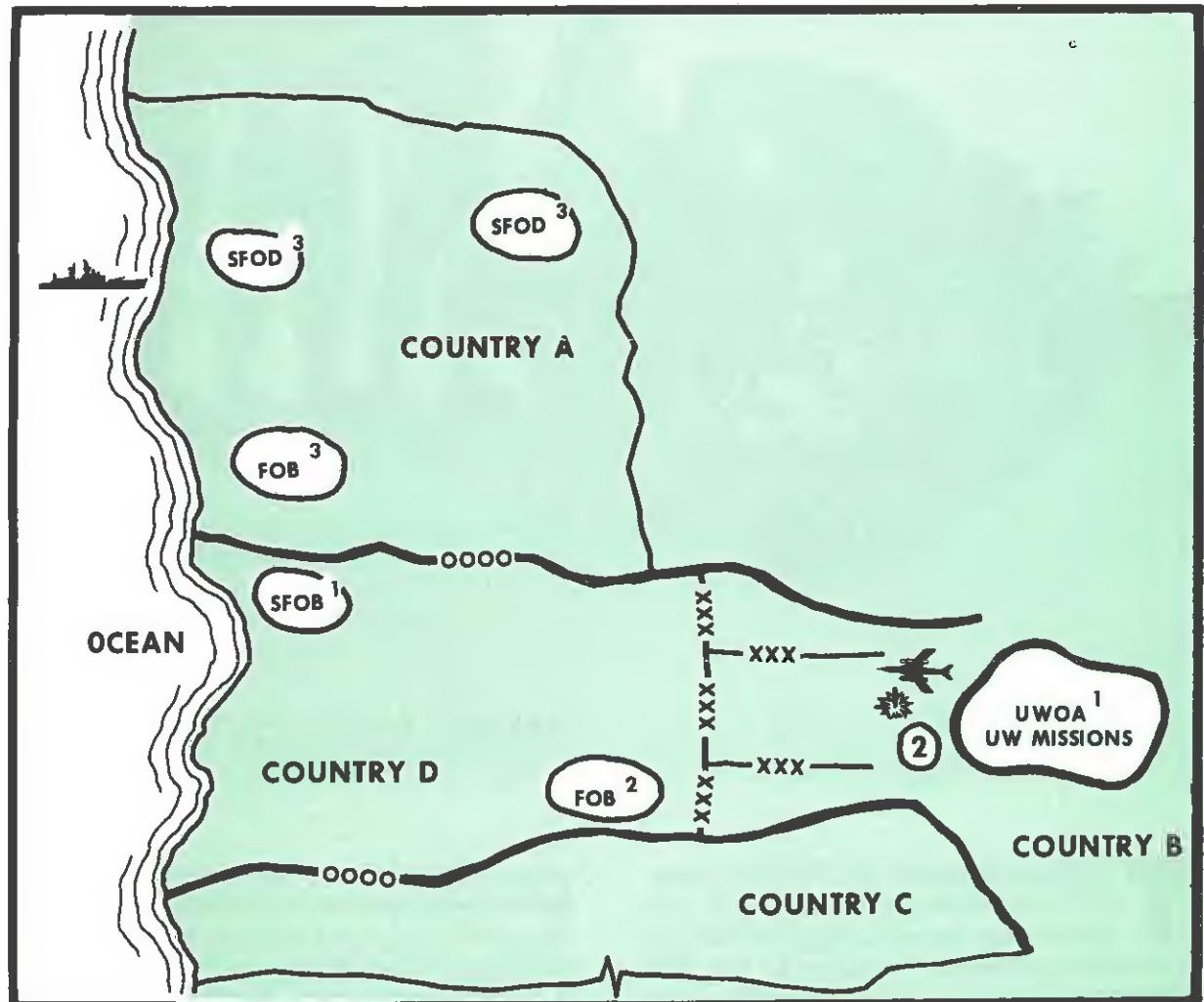
### SFOB/FOB

The SFOB/FOB organization discussed in chapter 7 meets most of the requirements for a command/logistical base from which SF forces can be commanded, controlled, and supported.

In structuring the organization of an SFOB/FOB, several factors must be considered:

*Mission.*

*Duration and scope of the operation(s).*



1 SFODs in UW role—under comd & control of SFOB

2 SFODs in SO role—under comd & control of FOB

3 SFODs in FID role—under comd & control of FOB

*Administrative and logistical support requirements.*

*Training requirements.*

*Security.*

*Communications restrictions.*

*Span of control.*

Frequently the SFG may be required to be employed in relatively small elements, e.g., SF battalion and smaller, to accomplish specific missions. When this happens, the SFG commander will configure the SFG assets to provide the necessary command and control organization to direct operations of these elements. He will also provide augmentation required to support the operations.

Although the SFG can establish and operate an SFOB and provide limited logistical support, it requires augmentation for sustained support operations. Theater support is provided as required. The JUWC or JUWTF commander will attach appropriate units to support physical security, counterintelligence, and base defense requirements.

## FUNCTIONS

Functions at the SFOB include:

*Planning and direction of operations.*

*Administrative support.*

*Logistical support.*

*Communications support.*

*Intelligence support.*

*Air support.*

*Mission preparation, training, briefing, and staging.*

*Coordination of infiltration and exfiltration operations.*

*Liaison and coordination with higher, adjacent, or subordinate headquarters.*

*Civil affairs operations.*

*Psychological operations.*

These are discussed later in this chapter.

## AUGMENTATION

In most operations the SFG requires augmentation for sustained operations. This augmentation will be coordinated by JUWC/JUWTF and be provided from the unified command forces or those forces assigned to JUWC/JUWTF. Augmentation required may be:

*Transportation*

*Communications*

*Security units*

*Base defense*

*Engineers*

*Intelligence*

*Civil affairs*

*Psychological operations*

*Liaison personnel*

The type and structure of augmentation required will depend on the mission and the operational environment. Unified command UW plans normally will contain the configuration of augmentation required for mission accomplishment. An SFG deployed on an FID mission will normally require augmentation in the form of civil affairs, psychological operations, medical, military police, and engineer units.

## AIR/NAVAL SUPPORT

Air/naval support for the SFOB is provided by US Air Force and/or US Navy liaison personnel. If no US Air Force/US Navy personnel are attached to the SFOB, the S3 will coordinate with higher headquarters for air/naval support.



## **COMMUNICATIONS SUPPORT**

Many factors that apply to communications of conventional Army organizations and other joint service agencies also apply to SF communications that are not in direct support of deployed operational elements. In most cases, conventional type communication means and systems provide responsive, reliable, and secure communications between the SFG and its higher, subordinate, and adjacent headquarters. In some cases, however, host country and/or allied nation communication systems or transportable contingency communication assets provided by higher headquarters are employed to assure interoperability.

The deployed SFOB is normally located in the communications zone (COMMZ) of the theater of operations and functions as the Army component or as an element of a separate Army component headquarters under the operational control of the theater JUWC or JUWTF. As a tenant of the COMMZ, the SFOB may be provided communications support from the Theater Communications Command (Army) (TCC(A)) or the Theater Communications Agency (Air Force), both of which are service agencies of the Joint Military Trunking and Switching System (JMTSS). These agencies provide area service and entry into the Theater Communications System (TCS) and, in some cases, terminal communications-electronic (C-E) support. To assure survivability of command and control systems during hostilities when landline circuits are not available, the TCC(A) or higher headquarters will provide transportable radio teletypewriter terminals at the SFOB to terminate teletypewriter circuits. FM 11-23 contains a detailed discussion and description of theater communications.

## **LOGISTICS**

Logistical support for the SFG, to include specialized support for nonstandard items of equipment, will be handled in accordance with (S) Vol 1, JCS Pub 20, Joint Unconventional Warfare Policy, Concepts, and Procedures (U); AR 710-1, Centralized Inventory Management

of the Army Supply System; AR 710-2, Material Management for Using Units, Support Units and Installations; FM 101-10-1, Staff Officers' Field Manual: Organizational, Technical, and Logistical Data (Unclassified Data); FM 101-10-2, Staff Officers' Field Manual: Organizational, Technical, and Logistical Data Extracts of Non-divisional Tables of Organization and Equipment; and (S) FM 101-10-3, Organizational, Technical, and Logistical Data: Classified Data (U). Some items of equipment peculiar to SF may not be readily available within the Army inventory, and adequate lead time will be required to procure and issue these items.

Normally, quantities of supplies will not be stockpiled. Materiel stockpiled within the logistical guidance provided by the Department of Defense logistic plans and programs is maintained to provide training facilities and support for US UW operations. These plans and programs will also provide for stockpiles of equipment and supplies required to support theater UW plans.

## **ARMY LOGISTICAL SUPPORT**

When SF operational elements are assigned or attached to a command for employment, primary responsibility for their logistical support is transferred to the US Army overseas component of the appropriate unified command. Logistical support requirements are coordinated between the Army component commander and the security element in the host country as directed by the commander of the unified command. Normally, administrative and logistical elements of the security assistance force support assigned or attached SF elements. Due to the scope of operations, however, the chief of the security assistance force may be directed to establish a separate administrative and logistical element to support the operational detachments. An SFOB/FOB may be established to provide this support.

## **CIVIL AFFAIRS (CA)**

An SFG commander's responsibility and authority for conducting CA actions in a specific

area are vested in the JUWC/JUWTF commander who is guided by directives from higher headquarters, rules of land warfare, and applicable treaties and agreements. The patterns and objectives of CA operations are set by national policy and directives and are influenced by law, the political and military situation, and environmental factors. The commander of the unified command, in accordance with guidance, policies, plans, and operational instructions furnished him by the JCS, plans for those CA operations that are an integral part of his mission.

Detailed CA activities and procedures are discussed in:

(FOUO) JCS Pub 2, Unified Action Armed Forces (UNAAF)

FM 27-10, Rules of Land Warfare

(C)FM 31-20, Special Forces Operations (U)

FM 41-5, Joint Manual of Civil Affairs/Military Government

FM 41-10, Civil Affairs Operations

## PSYCHOLOGICAL OPERATIONS

PSYOP support the overall missions of SF and are a source of economy-of-force operations. A portion of the unified command's PSYOP resources is assigned by the unified commander to the JUWTF. These resources will assist the JUWTF commander in amplifying the broad policies and goals in the particular area in which operational elements are committed. The SFG will coordinate with the PSYOP staff officer of the JUWTF/JUWC for PSYOP support of deployed SF detachments. Detailed PSYOP activities are discussed in FM 33-1.

## SITE SELECTION

The JUWC or JUWTF commander in coordination with the SFG commander determines the locations of the SFOB. The SFOB may be tactically arranged at one site or at several small sites.

Command and communication elements should not be collocated with airfields, port facilities, or other major headquarters. Locating them within a reasonable distance of employed delivery agencies, however, simplifies tactical deployment and resupply operations. Various modifications may be necessary to meet the tactical situation.

The site selected must be integrated in the rear area defense system; maximum security must be provided to prevent or to minimize compromise and to protect against ground or air attacks. Effective camouflage concepts and techniques must be used and strictly adhered to.

## SFOB/FOB CONFIGURATION CONSIDERATIONS

A variety of conditions will affect the decision to employ an SFOB/FOB. Some of the most pertinent factors to consider are:

### MISSION

The mission will largely determine the SFOB configuration as well as the command and control system the SFG will use. The underlying consideration in establishing the SFOB/FOB is to provide responsive support to the SF operational elements.

If several missions are being conducted at the same time or if several detachments are being deployed, it may be necessary to establish one or more FOBs in addition to the SFOB. If several types of missions -- both UW and special operations, for example -- are being conducted concurrently, it may be advantageous to employ an SFOB to support the UW operations and to collocate an FOB to support the special operations.

## DURATION AND SCOPE OF OPERATIONS

The anticipated duration and scope of the operation will directly influence the decision on whether to employ an SFOB with subordinate FOB(s), an SFOB only, an FOB only, or a combination of SFOB and FOB(s).

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Time allowed to prepare for and execute UW operations is normally greater than for special operations due to the time frame involved. The perishable nature of some special operations demands an immediate response.

An SFG deployed on an FID mission will normally require augmentation by civil affairs, psychological operations, medical, military police, and engineer units, while an SF element deployed on a special operation may not require such augmentation.

### **ADMINISTRATIVE PROCEDURES**

Administrative procedures within the SFOB must assure maintenance of unit strength for the deployed SF elements and at the same time provide adequate personnel management for the members of the SFG. This administration must be accomplished within the normal US Army personnel system. The lengthy training period required for replacement of SF trained personnel will limit the number of SF replacements available to the SFG. The S1 must insure that the SFG commander is aware of the limitation of the personnel replacement system so that the commander is prepared to use personnel from uncommitted SF elements as emergency replacements for committed SFODs. (See page 6-2)

### **LOGISTICAL SUPPORT**

Commanders at every echelon of the SFG must be apprised of the time required to obtain particular items of equipment. (See pages 5-4 and 6-3.) Routine logistical procedures should be included within the SFG field SOP.

### **OPERATIONAL SECURITY (OPSEC) REQUIREMENTS**

OPSEC includes all security measures. It is a command responsibility. Commanders must insure all staff efforts, including intelligence, communications-electronics, logistics, maintenance, and administration, consider OPSEC in providing maximum protection for an operation.

The SFOB may enhance its OPSEC by dispersing some of its facilities. For example, the

support center may be located at the departure airfield, the signal center at a second site, and the operations center at a third site. Dispersal of SFOB facilities is limited only by imagination and the overriding requirement that the SFOB be able to support the operational elements.

### **TRAINING**

The requirement for training, both routine and specialized, is continuous. The SFOB location must contain and provide training sites. Uncommitted SFODs should continuously conduct refresher training in basic SF skills and in any specialized training identified by the commander's mission analysis as being required for successful mission accomplishment.

### **COMMUNICATIONS**

All military units require an effective communication system. But Special Forces depend more on effective electronic communications than most other types of military units. These communications considerations are discussed in (C) TC 31-20-5, Special Forces Communications (U). (Also, see page 6-4 this FM.)

### **SPAN OF CONTROL**

The SFOB should be designed and should function so that the relationships between the SFG commander and his subordinate commanders will be unhampered. Maximum efficiency is achieved when the SFG commander, his staff, and his subordinate commanders function as an entity in an atmosphere of mutual confidence and respect. This relationship can only exist if the span of control of the SFG commander is not overextended and he develops professional competence in his subordinate commanders.

### **ALTERNATE OPERATIONS CENTER**

Plans must be made to establish an alternate operational facility so that command and control can continue if enemy action destroys the primary SFOB operations center. An alternate operations center is merely a planned loca-

tion that will assume the SFOB's command and control function if the SFOB's operations and signal centers are destroyed or become untenable.

The designation of an alternate operations center is governed by dispersion of the SFOB/FOB complex and by the communications capability of its elements. The SFOB support center or a subordinate FOB may be designated as the alternate operations center. Some contingencies may dictate communications equipment pre-positioning and skeleton staffing of an alternate operations center. These actions may require augmentation of Special Forces group communications. In such contingencies, provisions must be made to augment normal TOE communications personnel and equipment. In certain instances (e.g., participation in FID operations) an alternate operations center may not be necessary.

Displacement of operational bases must be carefully planned and coordinated to insure continuity of communications. Communications with higher headquarters and all subordinate operational elements should be established in the new location before displacement. This may be precluded, however, due to prior commitment of communications resources. In this case, displacement may be accomplished by maintaining only minimum operational and emergency communications with the opera-

tional elements until the displacement has been completed. In either case, communications during displacement must be planned in detail and coordinated with all affected elements.

### LIAISON PARTY

The SF liaison party is a non-TOE element, organized by the SFOB from assets of an operational C or B detachment to meet specific mission requirements. (See chapter 4, situations 6 and 7, and chapter 7 for liaison party mission and functions.)

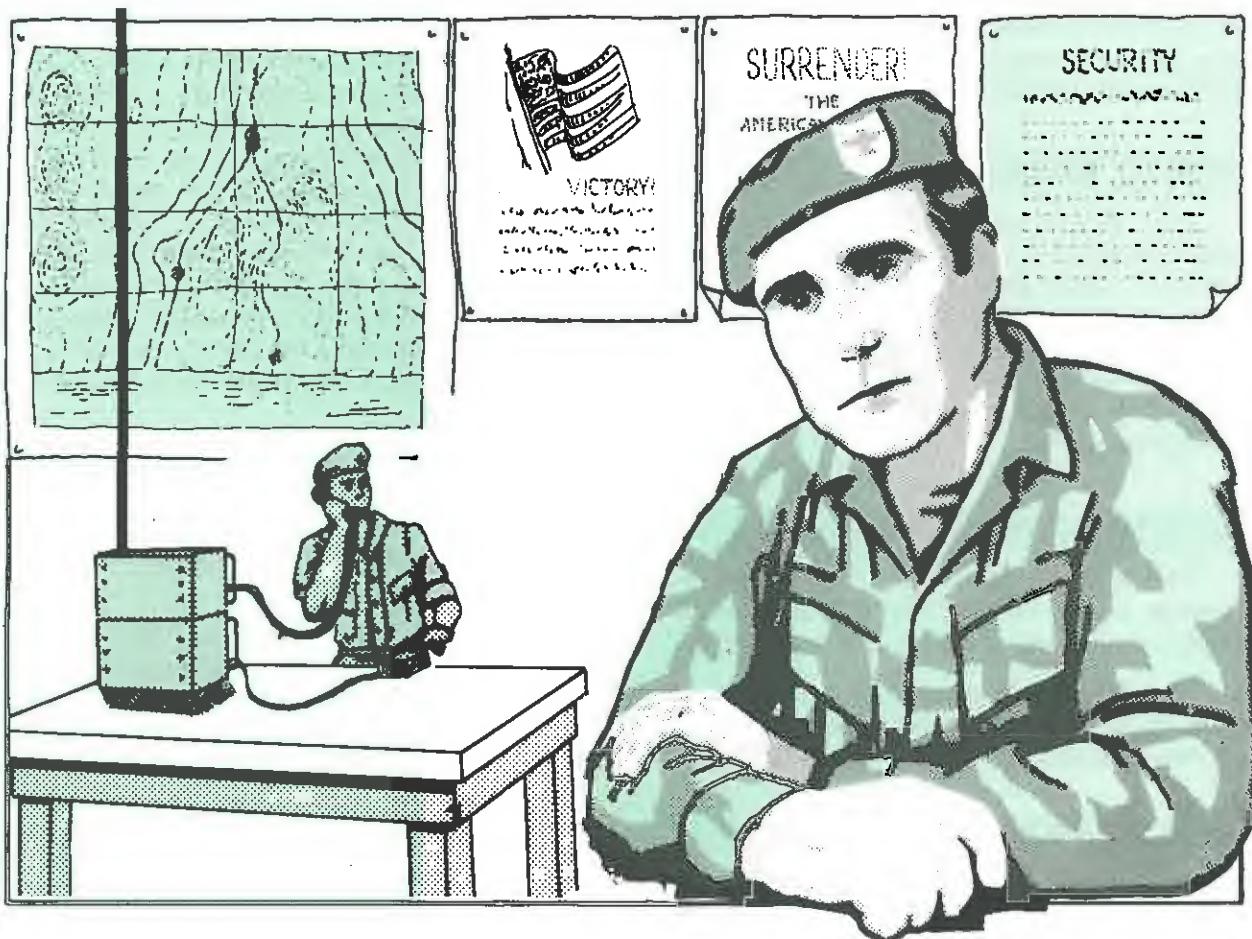
### UNCOMMITTED SFODS

Normally, not all of the SFODs will be deployed in operational areas. These uncommitted detachments will form a type of reserve for the SFG commander and must be ready for rapid deployment in the event of receipt of a mission requiring a quick reaction. Through the use of uncommitted detachments, the SFG commander has the flexibility required to respond to time-sensitive missions.

Uncommitted detachments should not be tasked to perform SFOB housekeeping duties at the expense of training, for it is only through continuous training that the SF operational elements can maintain proficiency in the skills needed for successful mission accomplishment.

## CHAPTER

## 6

COMMAND AND STAFF  
RESPONSIBILITIES

The SFG headquarters is organized to provide command and control for training and employing organic and attached units.

### SFG COMMANDER

The SFG commander is responsible for the command and control of his group in training and in operations. He commands all units as-

signed or attached to his group. *The assigned or attached battalion commanders are his principal subordinates and normally his contact with them is direct.* The SFG commander must make timely decisions and be capable of operating with mission-type orders that require initiative and expert professional judgment in their execution.

The SFG commander provides guidance to his subordinates for their operations and allows

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them the freedom of action needed to implement his orders. He must be alert to exploit the opportunities for decisive results which arise in the diversified activities of UW, SO, and FID operations.

The SFG commander is responsible for command, control, and planning in support of contingency missions of unified commands. He may be required to command the Army component of a joint UW force or the UW operations in support of the theater command.

### DEPUTY COMMANDER

The deputy commander performs those duties assigned to him by the SFG commander. FM 101-5, Staff Officers' Field Manual, contains examples of duties that may be assigned to the deputy commander. The deputy commander stays abreast of operations so that he can assume command of the SFG during the commander's absence.

### EXECUTIVE OFFICER (XO)

The SFG XO performs duties similar to those of a chief of staff. FM 101-5 contains examples of duties of the XO and chief of staff.

The SFG XO is responsible to the group commander for the direction of the support center when the SFG establishes an SFOB.

### S1 (ADJUTANT)

The duties of the SFG S1 correspond to those prescribed for the G1 in FM 101-5. The S1 is responsible for personnel activities and other administrative matters not assigned to other staff officers. He may, when the need arises, be required to perform special staff officer duties, such as Inspector General, Provost Marshal, Information Officer, and Special Services Officer. (See page 5-6.)

The S1 has staff responsibility for the movement, internal arrangement, organization, and operation of SFG headquarters and the allocation of space within the group headquarters. His principal assistant for this function is

the headquarters commandant.

The S1 has staff supervision over the administrative services platoon and those activities of the special staff that fall within his field of interest.

### S2 (INTELLIGENCE OFFICER)

The duties of the SFG S2 are similar to those prescribed for the G2 in FM 101-5. The SFG S2 has staff responsibility for all matters pertaining to strategic intelligence, combat intelligence, and counterintelligence. He is responsible for planning for the collection, processing, and dissemination of intelligence required in UW, SO, and FID missions. He advises the commander in the deployment of intelligence personnel required to support the organic battalions. He is responsible for signal intelligence (SIGINT) and electronic warfare support measures (ESM).

The intelligence element at the SFOB will be made up of personnel from both the S2 section and the CBTI company. The CBTI company provides entry into the strategic/tactical all source intelligence net.

The S2 has staff supervision over those activities of the special staff that fall in his field of interest and works in close cooperation with the commander of the combat intelligence company.

### S3 (OPERATIONS AND TRAINING OFFICER)

The S3 has staff responsibility for all matters pertaining to the organization, training, and combat operations of the SFG. His duties correspond generally to those prescribed for the G3 in FM 101-5.

The S3 advises the commander in the employment of area specialist personnel required to support the deployed operational detachments. He is responsible for planning and conducting electronic countermeasures (ECM) with the assistance of the commander of the CBTI company. He has overall staff responsibil-

ity for electronic warfare.

The S3 has staff supervision over all organic/attached aviation and those activities of the special staff that fall within his field of interest. His OPSEC responsibilities are discussed on page 6-5 of this chapter.

### SFG AVIATION OFFICER

The SFG aviation officer may serve as the S3 air operations officer. In this capacity he is responsible to the S3 for all aviation support requirements for the SFG. He receives, processes, and coordinates all operational and logistical air support requirements based upon priorities and guidance established by the SFG commander.

### S4 (LOGISTICS OFFICER)

The S4 is primarily a logistical planner and advisor for the SFG commander. He recommends the general location of the SFOB support center and has staff responsibility for the displacement of the center. (See page 5-6.)

The S4 has staff responsibility for consolidating all logistical planning and support requirements within the SFG. He provides staff supervision for the logistical support elements, which consist of supply, transportation, and maintenance services. He coordinates with the service company commander, who is responsible for logistical support operations.

The S4 is responsible for securing equipment unique to SF operations. In this capacity he must be aware of equipment shortfalls generated from current SF mission requirements. These shortfalls in unique items of equipment should be communicated through the SFG commander to the US Army combat developments activities for resolution.

The S4 is responsible for area damage control planning. Other duties of the S4 correspond to those of the G4 discussed in FM 101-5.

### S5 (CIVIL-MILITARY OPERATIONS OFFICER)

The S5 is the principal staff assistant to the

commander in planning, coordinating, and supervising functions pertaining to -

CIVIL AFFAIRS, to include the relationship between the military forces, civilian authorities, and the population. FM 41-10, Civil Affairs Operations, contains additional civil affairs activities which may be coordinated with appropriate agencies by the S5 in support of SF operations.

PSYCHOLOGICAL OPERATIONS, to include the development of favorable emotions, attitudes, or behavior in neutral, friendly, or hostile foreign groups. FM 33-1 contains additional psychological operations that may be coordinated by the S5 in support of SF operations.

Other duties of the S5 are similar to those of the G5 discussed in FM 101-5.

### CHAPLAIN

The chaplain coordinates activities and provides assistance and supervision necessary to insure religious coverage of all organic and attached units.

### SURGEON

The SFG surgeon is responsible for coordinating all medical activities. He advises the commander on all matters affecting the mental and physical health of the command. He is the platoon leader of the medical platoon organic to the SFG. He has staff supervision over attached medical units and elements. The surgeon coordinates with the entire staff on medical matters in their respective areas of responsibility.

### COMMUNICATIONS-ELECTRONICS OFFICER

The SFG C-E officer is the principal advisor to the SFG commander and staff for all C-E matters. The C-E officer plans and recommends employment of communications within the SFG area of operations. He assists in preparing electronic warfare (EW) plans and annexes and is responsible for electronic counter-counter-

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measures (ECCM). He is responsible for frequency management and for preparing and distributing the SFG communications-electronic operation instruction (CEOI). He briefs operational detachments prior to their deployment regarding the particular cryptographic system, danger signals, crypto checks, and security checks to be used. He insures that operational detachment radio operators and signal company radio operators rehearse contact procedures during pre-mission training.

The C-E officer is also the communications security (COMSEC) officer for the group. He is the principal advisor to the SFG commander on all matters pertaining to COMSEC. He supervises the SFG COMSEC custodian who maintains the SFG COMSEC account.

The SFG COMSEC custodian provides COMSEC logistical support, direct support maintenance, and limited general support maintenance on COMSEC equipment peculiar to SF operations.

### BUDGET OFFICER

The budget officer is the principal advisor to the SFG commander and staff in all matters pertaining to the receipt, handling, safeguarding, and disbursement of US and indigenous funds. He has technical control over all financial policies, plans, and services of the group. He coordinates the financial services for the SFG with other US, allied, and friendly elements within the unified command or area of operations.

### ENGINEER

The engineer is the principal advisor to the SF commander and staff for engineer matters. His duties are similar to those of the staff engineer in FM 101-5.

The engineer has staff supervision over attached engineer units. He coordinates and has technical supervision over the training and activities of engineer personnel organic to the SFG. He plans and supervises engineer operations pertaining to construction, maintenance,

rehabilitation, and repair of facilities.

### STAFF JUDGE ADVOCATE (SJA)

The SJA is the principal advisor to the SFG commander and staff in legal matters. He advises on matters involving military law, US domestic law, foreign law, status-of-forces agreements, and international law.

### HEADQUARTERS COMPANY, SFG

The company headquarters is composed of personnel and equipment required for limited administration, billeting, and routine supply functions for the SFG headquarters and headquarters company.

Administrative services and personnel activities, messing, supply, medical, maintenance, and aviation support are provided by the SFG service company.

### LIAISON AND COORDINATION WITH HIGHER, ADJACENT, OR SUBORDINATE HEADQUARTERS

Liaison between the SFOB and higher, adjacent, or subordinate headquarters may be accomplished by personnel delegated the authority by the SFOB commander to represent him at other headquarters. A liaison officer, through personal contact, promotes cooperation, coordination of effort, and exchange of information.

Coordination between the SFOB and higher, adjacent, or subordinate headquarters is accomplished directly between comparable staff officers at the various headquarters. Frequently, staff coordination will be accomplished via secure voice communication through the SFOB signal center. Face-to-face coordination between the SFOB and other headquarters will normally be infrequent due to the distances between headquarters and the availability of secure means of voice communication.

### OPERATIONS PLANNING

Detailed staff responsibilities and proced-

ures outlined in FM 101-5 apply for UW, SO, and FID missions.

The SFG commander will primarily rely on the S2/S3 section to provide the information needed to carry out the mission. The S2 will collect, analyze, and disseminate the information upon which the S3 will base his operational recommendations to the commander. The S3 will normally maintain an operational map of the current situation to aid him in developing an operations estimate.

#### **OPSEC**

Since the operations staff (S3) assists the commander in overall planning and execution of operations, the S3 has primary supervision of the OPSEC function. He must conduct an OPSEC analysis of the SFG mission as part of his normal staff work. In making his OPSEC analysis, the S3 must -

Estimate the hostile intelligence threat

Determine the sensitive aspects of the operation

Determine OPSEC vulnerabilities

To meet these requirements, the S3 must work closely with the S2, the CBTI company commander, and other staff sections to insure that he has the best information available upon which to make his recommendations to the commander on OPSEC.

The commander makes his decision based on the S3 recommendations, the degree of risk he is willing to accept, and the countermeasures he can implement.

A deception plan offers the SFG a degree of OPSEC when coupled with physical security, information security, and signal security. An aggressive OPSEC education program will aid in insuring that knowledge of SF operations will be limited to the personnel with a genuine need to know. The commander will coordinate these countermeasures with the operations plans or orders from the JUWTF/JUWC in order to maintain security for the entire operation. If a cover story is used as a deception countermeasure, the physical characteristics of the SFOB must

support the theme of the cover story.

#### **ADMINISTRATION**

Administrative support is provided by the support center when an SFOB/FOB is established. It is under the staff supervision of the S1.

#### **COMMUNICATIONS**

For detailed discussion of staff responsibilities for communications, see TC 31-20-5.

#### **INTELLIGENCE**

Intelligence support is provided to the deployed SFODs through the S2 section in the operations center of the SFOB. The intelligence officer is aided in the development of intelligence recommendations by resources of the CBTI company. Collectively, these personnel process all intelligence information and are the focal point of a system for the integration of intelligence from all sources.

Processed intelligence is disseminated to the deployed SFODs by the S2 through the signal center communication facility.

The all source analysis center located at the SFOB has the capability to gain access into the all source intelligence system and provides an interface between the tactical intelligence system and the SFOB.

#### **MISSION PREPARATION**

Once the operational area has been designated, the SFG commander will select the operational element to be deployed based on the mission and other guidance received.

Upon tasking, the selected operational element is moved to the isolation area of the SFOB and receives its initial briefing. This briefing provides sufficient information to allow the operational element to complete detailed planning. Normally, the briefing will be presented by the SFOB commander/staff and staff specialists, e.g., air, naval, intelligence, weather, communication. *Physical security and OPSEC are of*

*paramount consideration throughout the isolation period.*

The selected operational element must, through an extensive area study, acquire a thorough knowledge of the operational area. This includes an understanding of political, social, economic, and military information, and the ethnic groupings, customs, taboos, religions, and other essential data that could affect the organization, command and control, selection of leaders, and disciplinary measures to be in force within the UWOA.

Any specialized training required for mission accomplishment must be conducted during this period. Isolation must be maintained throughout all such training. Available training time must be devoted to continuing area studies, receiving operational intelligence briefings, planning the operation, and conducting any specialized training that may be required.

When mission planning is complete, the operational element will brief the entire mission back to the SFG commander and the initial briefing staff (see Appendix D, Briefback Formats). This allows the commander and staff to determine if the operational element has considered and properly used the information presented during the initial briefing.

After the SFG commander decides that the operational element is adequately prepared and has the resources necessary to accomplish its mission, the operational element will move to a staging area for infiltration/deployment. Security will continue to be a prime consideration during the movement to the staging area.

### AREA SPECIALIST TEAM (AST)

In all SF missions (UW, SO, or FID) the operational element is assisted in operational plan-

ning by an AST, which also serves as the coordinator with the SFG staff. (See appendix C.)

### COORDINATION OF INFILTRATION AND EXFILTRATION

SF operations involve clandestine penetrations deep within enemy territory by air, water, or land. The basic considerations of air, water, and land infiltration/exfiltration are discussed in (C) FM 31-20, Special Forces Operations (U). Detailed infiltration/exfiltration procedures and techniques are discussed in FM 57-1, US Army/US Air Force Doctrine for Airborne Operations; FM 31-19, Special Forces Military Free-Fall Parachuting; and (C) TC 31-20-3, Special Forces Air and Maritime Operations (U).

Some SF missions may require a combination of air and land infiltration means. A successful infiltration depends on:

- Timely and accurate intelligence
- Detailed pre-mission planning and coordination by the commanders concerned
- Preparation, training, and rehearsals
- Security
- Precise execution

Success in accomplishing the above activities lies with the commander of the committed SF element and requires close cooperation between the deploying detachment and the SFG staff/liaison personnel. Normally, this coordination will be accomplished by the AST through SFG S3. The planning considerations, preparations, tactics and techniques for exfiltration are basically the same as those for infiltration; however, in exfiltration we are concerned with recovery methods.



CHAPTER  
7SF OPERATIONAL BASE  
ORGANIZATION AND  
FUNCTIONS

**T**he decentralized execution of SF operations may require that several echelons of command be established to accomplish UW, SO, or FID missions. The organization of the SFG is designed to accommodate the establishment of a number of echelons of command, and normally SF operations are planned and conducted on this basis. The command problems differ at each echelon.

Based on operational requirements, the SFG establishes an operational base from which it commands, controls, and supports its operational elements. Flexibility provided by the cellular organizational structure allows the commander to establish a variety of command relationships based on factors discussed in chapter 4.

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Special Forces conduct operations during both night and day, and the operations may go on for extended periods of time. The SFOB is, therefore, an around-the-clock operation. It is likely that during some portions of an operation the commander and his staff will have to operate 18 to 20 hours a day. They can maintain this pace for short periods only. Therefore, SFOB personnel must have a routine that permits sustained and highly efficient operations while allowing adequate rest for the commander and his staff. Such a routine can only be achieved by delegating appropriate authority within the SFOB. This mandates that each individual at the SFOB perform functions commensurate with his position.

To accomplish its assigned missions and to

support its operations, the SFG establishes an operational base. This base is normally organized into three functional centers:

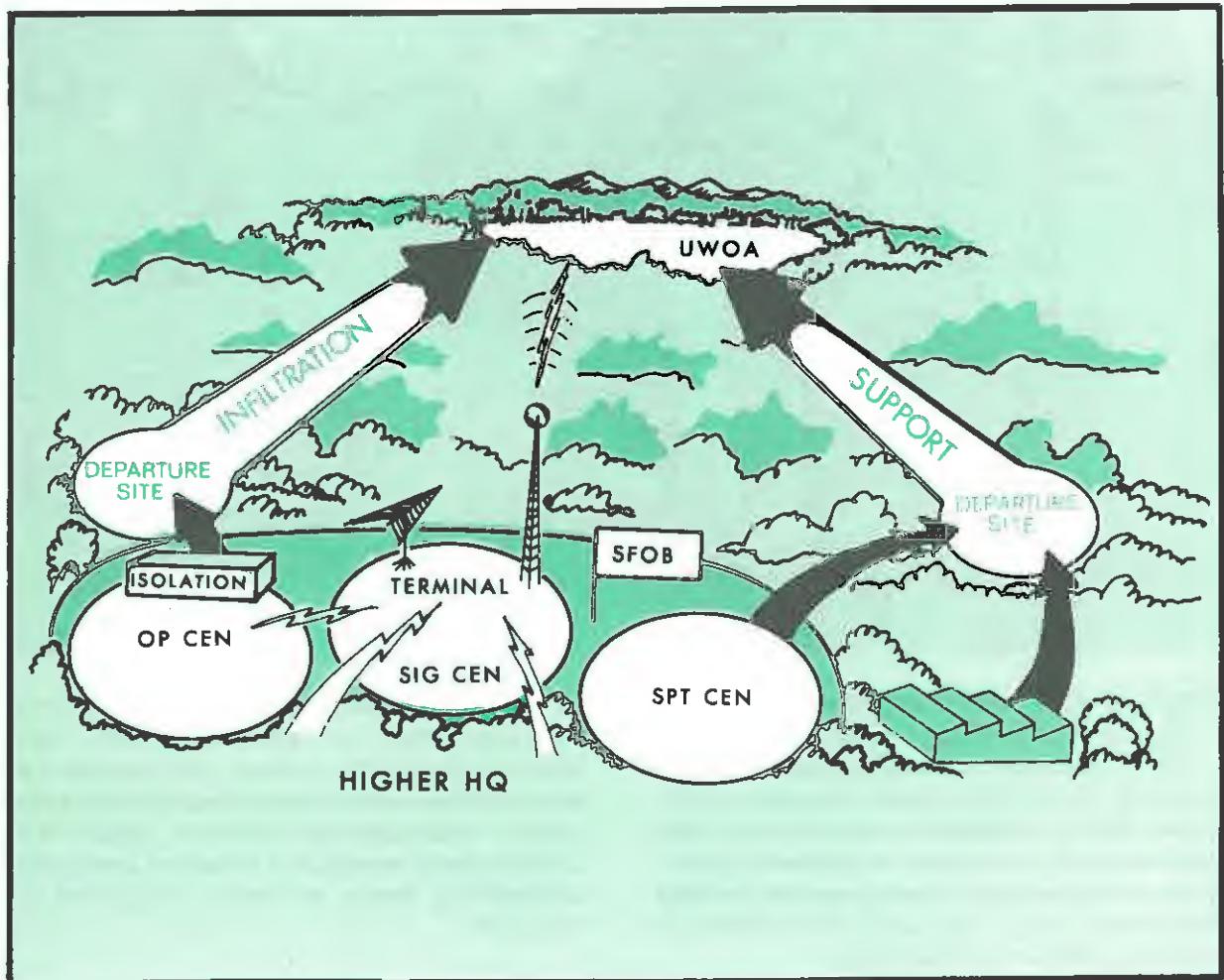
Operations Center

Support Center

Signal Center

Each of the three centers that make up the SFOB has its own organization and function. All three centers must operate in close harmony to insure the accomplishment of the overall mission assigned to the SFG. If the support of one center falls short, the effects are felt in the remaining two centers as well as at the operational detachment level.

The interdependence of the center is represented by the diagram below.



The SFG, although the nucleus of the SFOB, requires augmentation from theater assets for sustained operations. The JUWC or JUWTF commander will attach appropriate units to the SFG to satisfy physical security, area intelligence, and base defense requirements.

Special Forces will be faced with various operational situations. The missions, tasks, and requirements that are derived from these situations will indicate the specific command relationships or arrangements that should be used. A number of situations involving differing command relationships are found in chapter 4 and in (C) FM 31-20, Special Forces Operations (U). These situations should be used as guidelines in determining the optimal command and control system for each specific mission assigned to the SFG. Frequently, the interrelated missions of UW, SO, and FID will be conducted simultaneously, and as a result, more than one command and control system may be in effect within the SFG. For example, several SFODs "A" may be assigned SO missions and report directly to an SFOB, while those SFODs "A" engaged in UW missions are directed by the FOB.

## SFOB ORGANIZATION

The organization of the SFOB is shown on page 7-4.

## SFOB COMMAND GROUP

Command of the SFOB remains with the SFG commander. The SFOB command group consists of the SFG commander, deputy commander, and command sergeant major. A type SFOB is shown on page 7-5.

While the SFG commander normally commands the SFOB, he habitually will authorize the deputy commander to direct the activities within the base. The relationship between the SFG commander and his deputy commander normally is such that the deputy commander can accurately reflect the commander's desires

when he is absent or involved with more important tasks.

The SFG deputy commander performs functions and responsibilities similar to those of a chief of staff as outlined in FM 101-5. He is responsible to the group commander for the coordination and staff supervision of the group staff and the SFOB centers within the authority delegated to him by the SFG commander.

## THE OPERATIONS CENTER

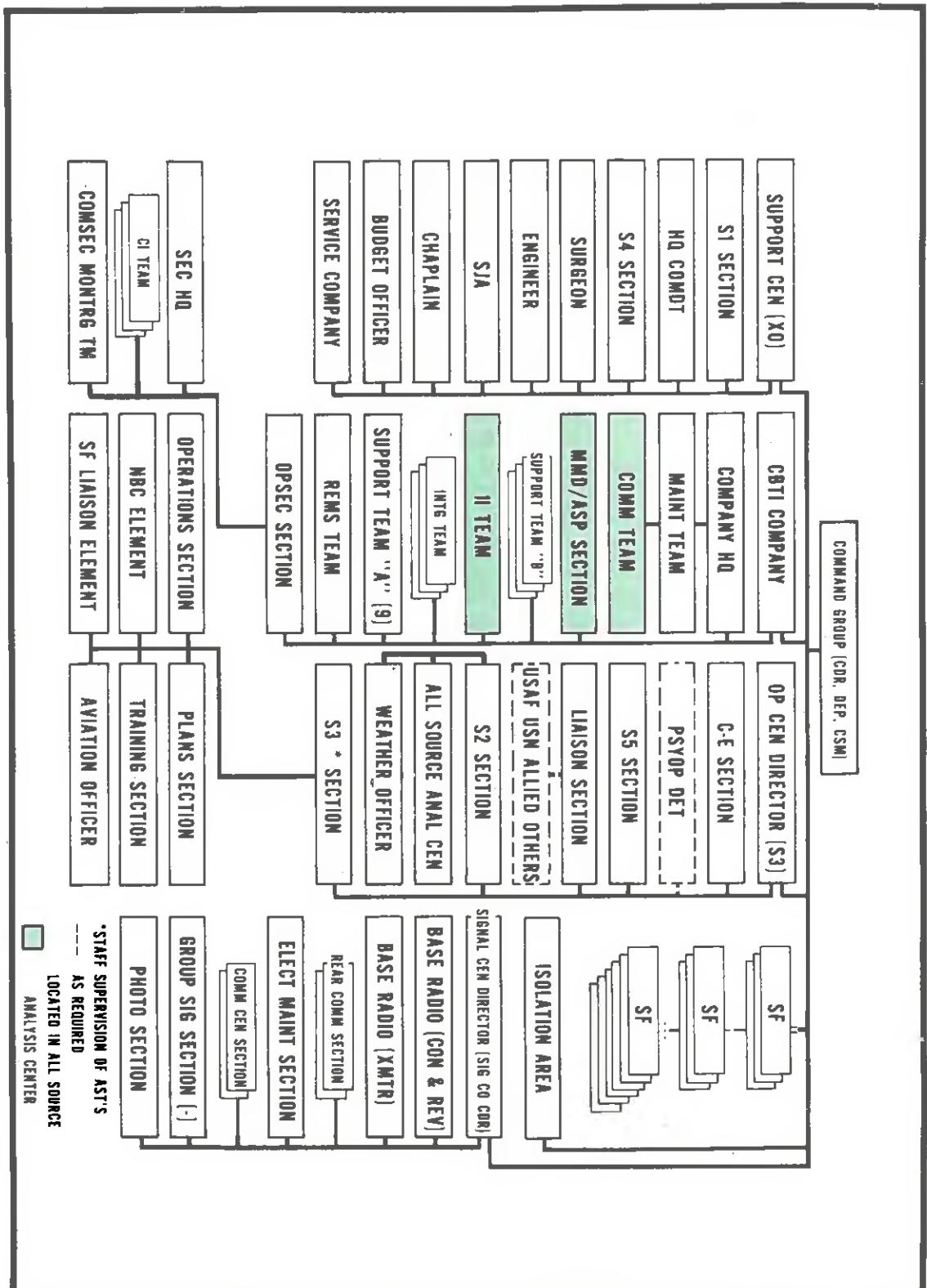
The operations center is a functional grouping of personnel concerned with the direction, supervision, and coordination of UW, SO, or FID operations in a designated operational area.

The operations center is under the staff supervision of the operations center director (normally the S3). The day-to-day activities, however, will be conducted by the SFG intelligence section and the operations section augmented as required by personnel from the SFG and other agencies; for example, the CBTI company and the USAF staff weather officer. The intelligence officer (S2) and the operations officer (S3) must stay up-to-date on their functional responsibilities. They must fully understand and be able to make use of all procedures and techniques peculiar to their specific area of interest.

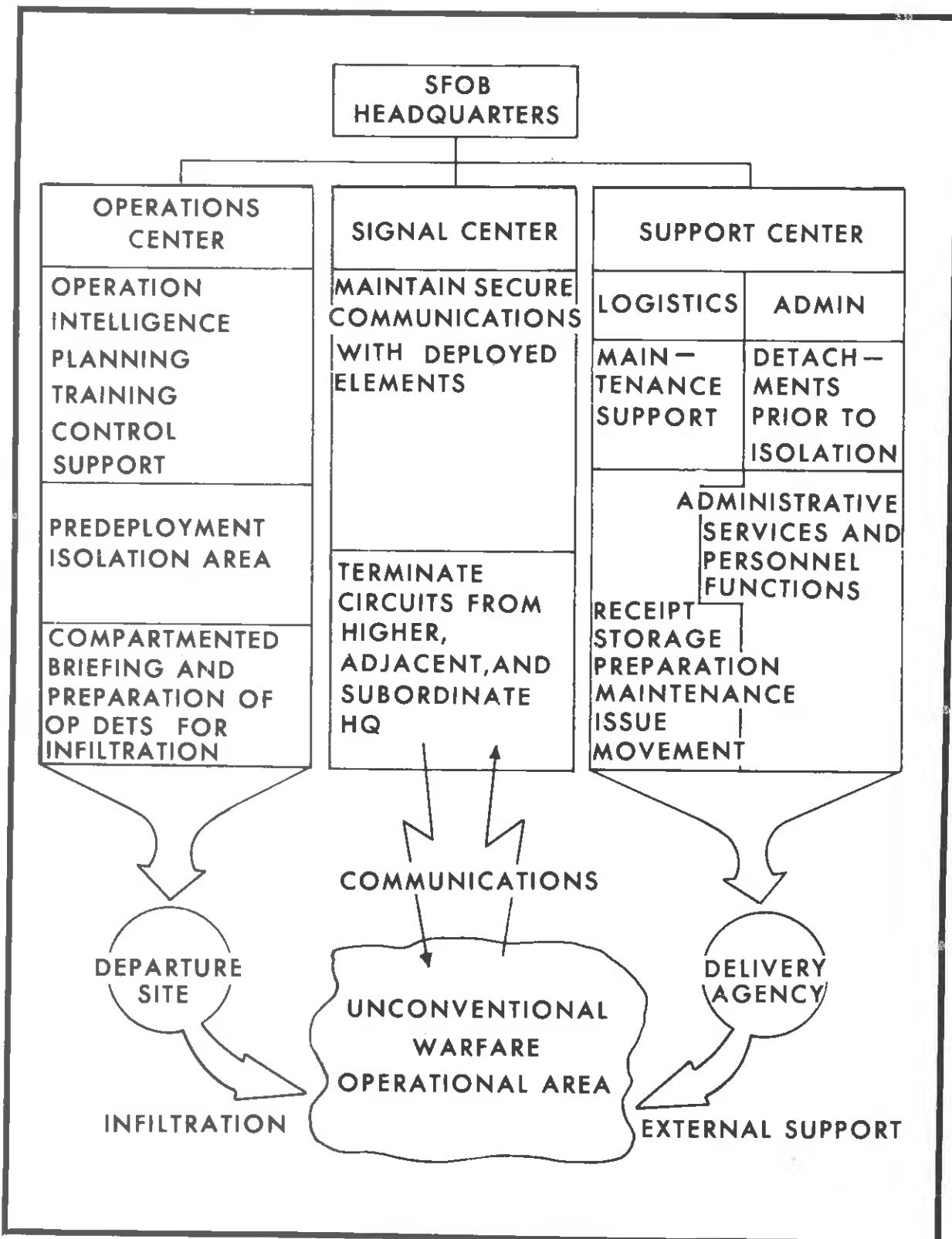
Based on approved plans and guidance from the SFOB commander, the operations center conducts detailed planning for operations and pre-mission preparation for the operational detachments. In addition to the normal functions of a staff section, the SF operations center staff is also responsible for briefing SF operational detachments prior to missions and must attend the detachments' briefbacks.

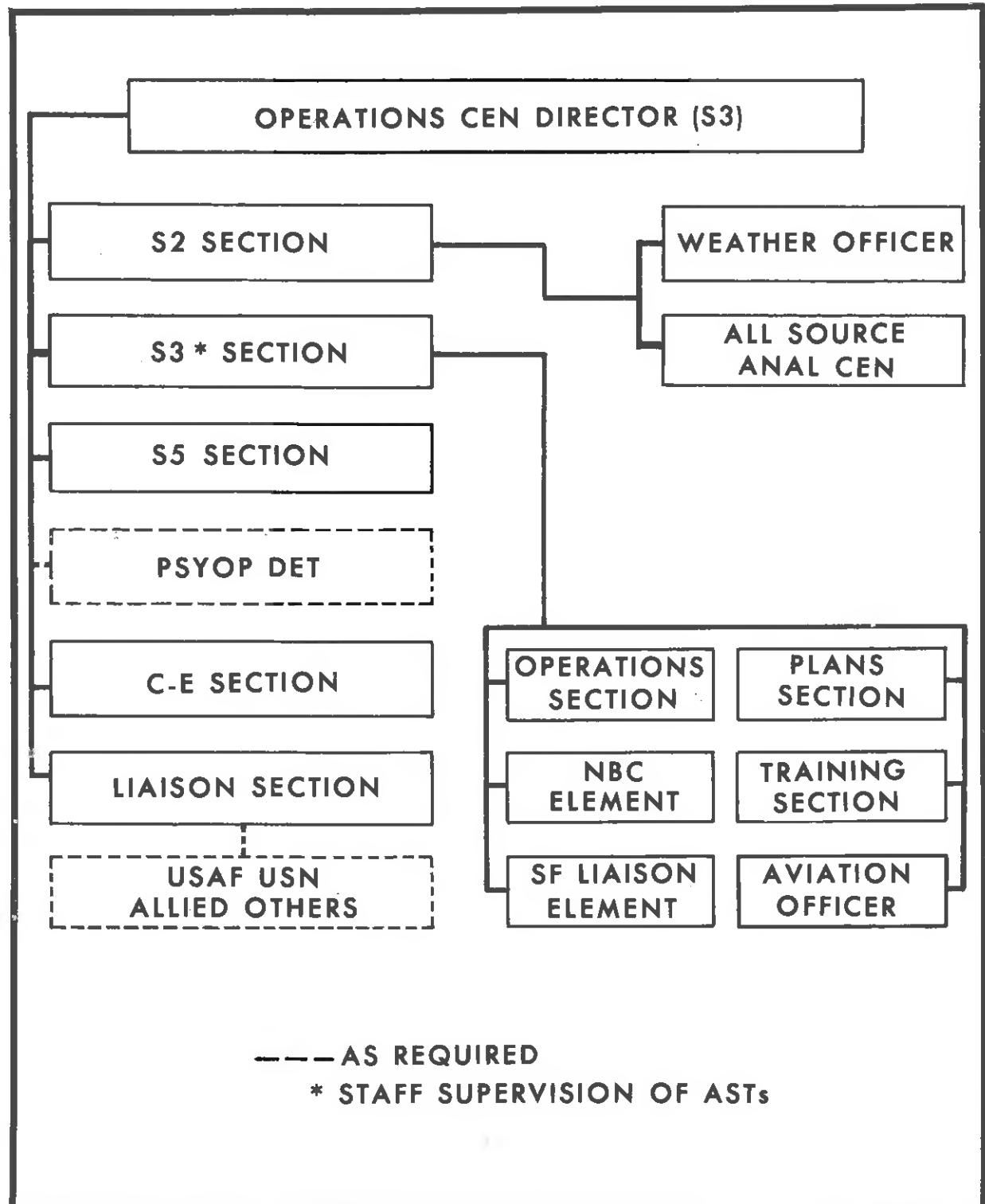
A type of operations center may be comprised of personnel as shown on page 7-6.

The composition and functions of each of the major elements of the operations center are as follows:



Organization of the SFOR





A type Special Forces operations center

## S2 SECTION

The S2 section processes all intelligence information. It is the focal point for the integration of intelligence from all sources. The intelligence section of the SFOB has representatives from both the S2 section and the CBTI company.

The principal function of the S2 section is to provide the commander and the S3 the intelligence on which to base current tactical and strategic decisions. The S2 section assembles and evaluates information received from the operational areas; evaluates, prepares, and disseminates intelligence reports; and conducts intelligence briefings and debriefings.

The CBTI company can enter the unified command all source analysis net and provides an interface between Armywide all source intelligence and the SFOB.

Under the direction of the S2, the all source analysis center plans, collates, manages, analyzes, produces, and disseminates intelligence. This is done by integrating the three intelligence disciplines: electromagnetic spectrum (ELINT/SIGINT), human intelligence (HUMINT), and photographic intelligence (PHOTINT) to provide one complete product. One form or source of intelligence is often used to corroborate another. In addition to personnel from the S2 section, the CBTI company will furnish personnel from the following teams:

- Imagery Interpretation (II)
- Counterintelligence (CI)
- Support Operations Team B (Spt Op Tm B)
- Communications Section

## S3 SECTION

The S3 section is responsible for matters pertaining to the organization, training, and operations of the SFG. The S3 section in the SFOB makes plans for the conduct of operations in the operational areas, prepares teams for employment, monitors SF operations, and coordinates available support.

Some of the functions the S3 section performs are preparing operational plans; receiving, processing, and approving detachment air support requests; coordinating infiltration/exfiltration and resupply operations; recommending employment of uncommitted SFODs "A"; recommending employment of special weapons; conducting electronic warfare; integrating psychological operations into plans and orders; coordinating the training of uncommitted SFODs "A"; preparing reports to the JUWC/JUWTF, and/or monitoring SO missions being directed by a distant or collocated FOB. The S3 section is also responsible for the establishment and utilization of the isolation area.

*The isolation area* is a maximum security facility established to isolate selected personnel who have been committed to operations. OPSEC is of paramount importance throughout the isolation period. SF units committed to separate missions and separate operational areas are compartmented to preclude compromising their mission. A detailed discussion of the functions and activities of the isolation area appear later in this chapter.

*The area specialist team* is an integral part of the S3 section. There are normally three ASTs assigned to the SFG. The AST consists of an area specialist officer, area specialist sergeant, and an intelligence analyst (from S2 section).

Company commanders, assisted by the ASTs, conduct predeployment planning and coordinate the activities of uncommitted SFODs "A" with the group staff. Additionally, they monitor the postinfiltration activities of the SFODs "A" with which they have been associated and follow up on all messages to and from committed detachments.

In the isolation area, representatives of the SFG staff conduct briefings pertaining to operational procedures and other special activities that apply to the assigned mission. A special briefing is also provided to each member of the unit pertaining to his particular occupational specialty; for example, the C-E officer briefs the

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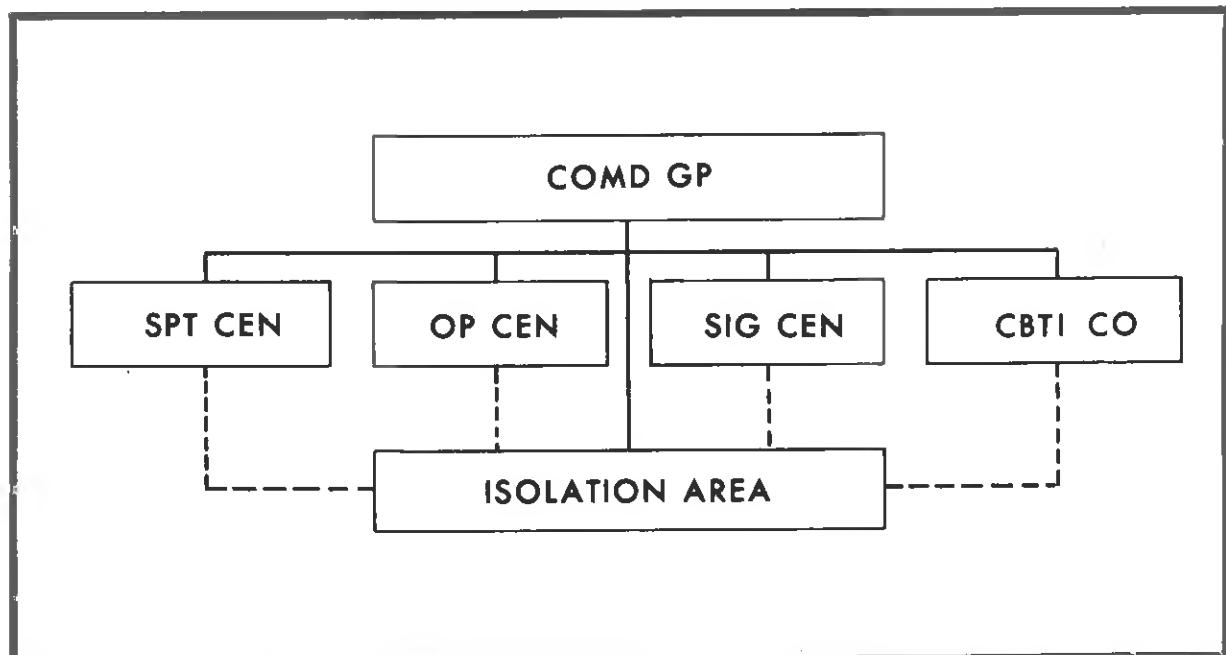
SFOD "A" communicator on all pertinent signal matters, the engineer officer briefs the SF engineer sergeants on demolition procedures and other engineer matters. ASTs provide whatever support is needed to insure that the SFODs "A" are given all available information and equipment for mission accomplishment. Responsibility for support is shown below.

At the conclusion of their pre-mission preparation and prior to deployment, the SFODs provide briefbacks to the SFOB commander and/or selected personnel to insure a thorough understanding of the mission requirements and operational procedures.

ment of the isolation area is shown on page 7-10.

The operations section is concerned with the day-to-day operations of the combat elements of the SFG and of the combat support and combat service support elements required to employ operational detachments. The operations section is responsible for supervision of signal security (SIGSEC) and EW activities and for the conduct of rear area protection activities of the SFOB.

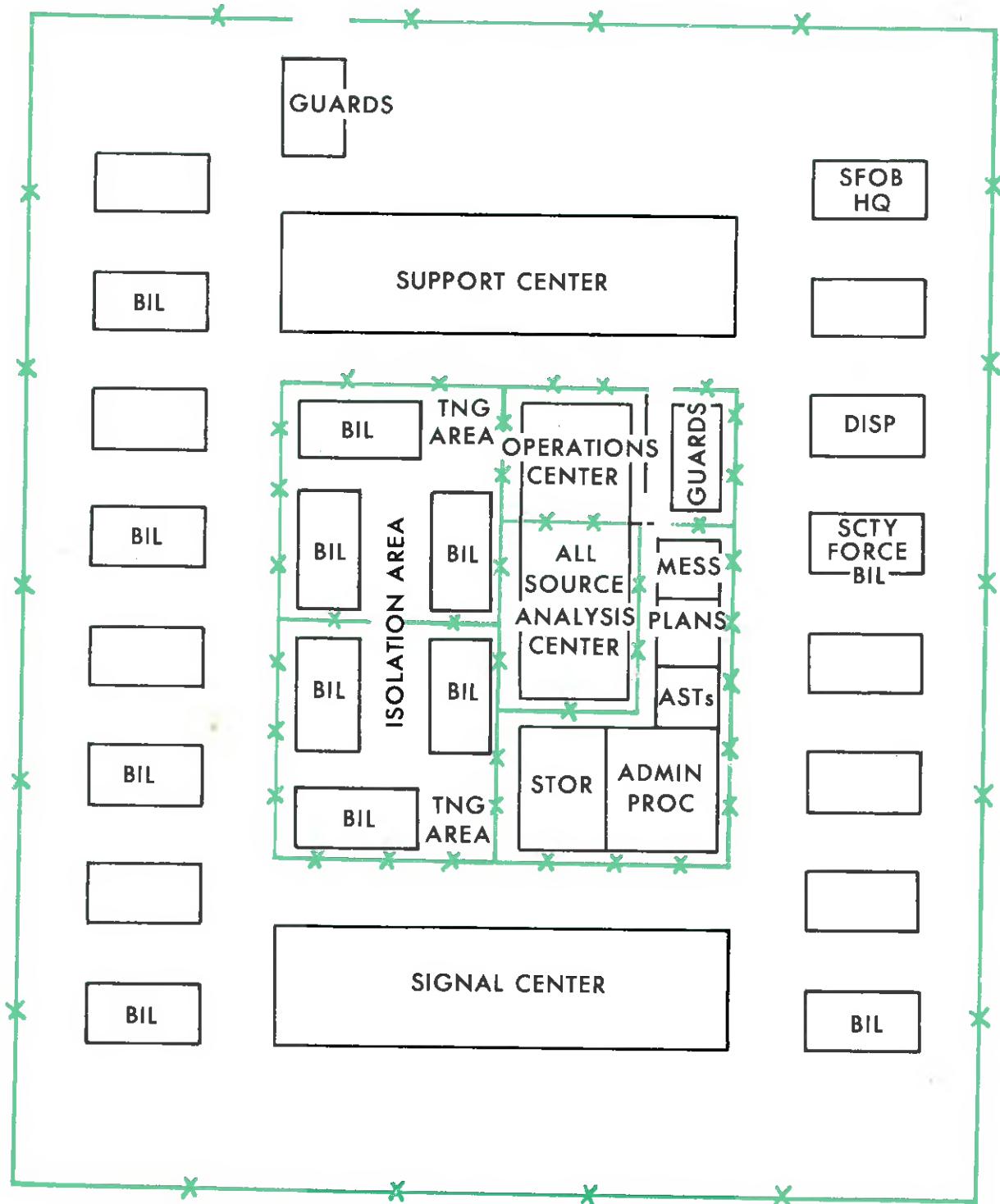
The training section is responsible for planning, programming, and providing staff supervision for all training in the SFG. During opera-



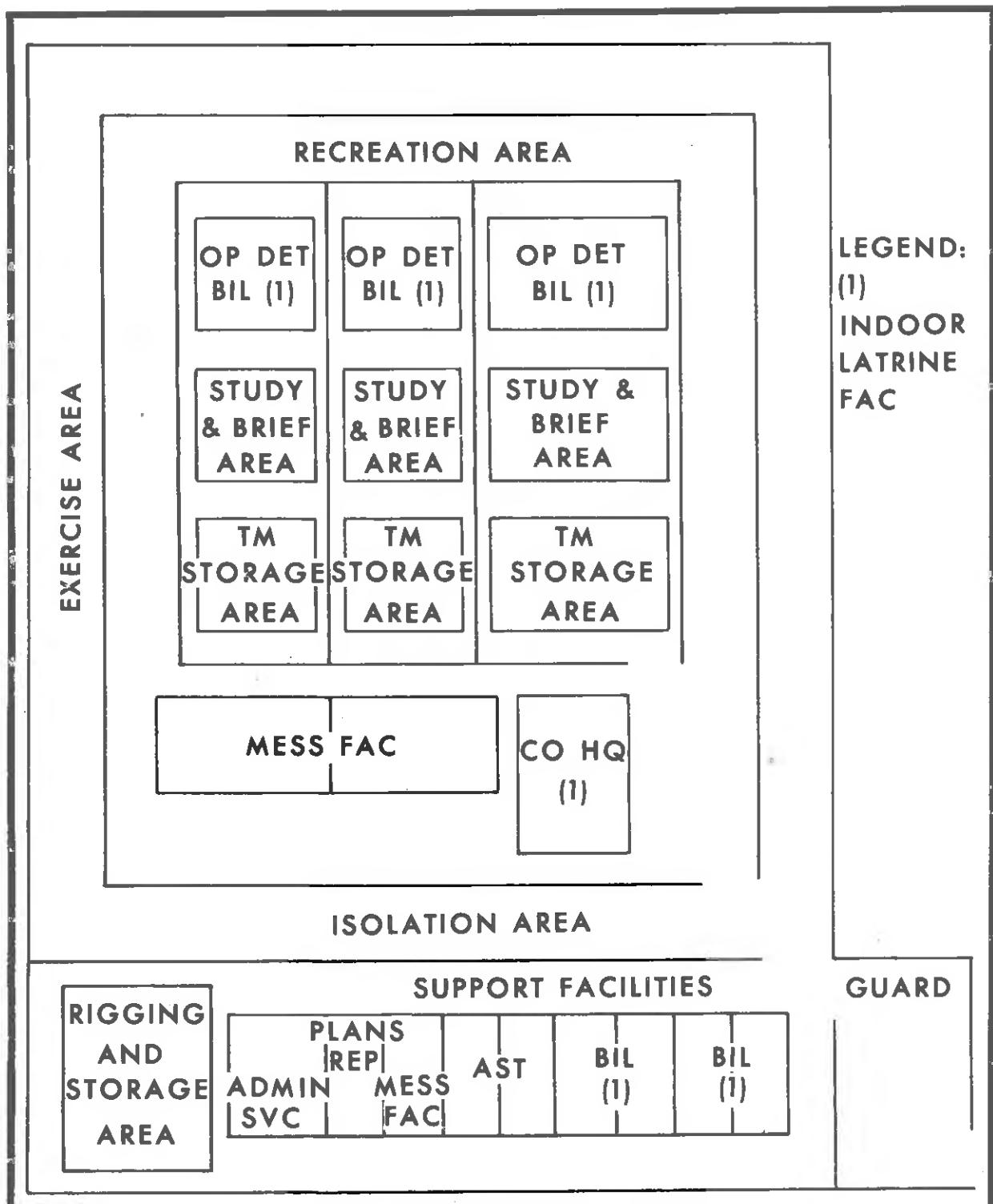
Support for isolation area

Security is paramount throughout the isolation period. Units committed to separate missions and separate operational areas are compartmented in order to preclude compromising their missions. The isolation area should include compartmented briefing areas, adequate billeting, messing, latrine facilities, limited dispensary services, staff administrative support, and a recreation and exercise area. The physical arrangement of a type SFOB with an isolation area is shown on page 7-9. The detailed arrange-

tions of the SFOB, the training section, in addition to normal training responsibilities found in FM 101-5, is responsible for the planning, support, and staff supervision of training for uncommitted detachments and replacements for committed detachments based on lessons learned in the UWOA. The training section is also responsible for training management that is necessary to maintain unit readiness and that applies to personnel manning the support, operations, and signal centers.



Physical arrangement of type SFOB



A type isolation area

The plans section is responsible for long-range and contingency plans of the SFG. This section will initiate, prepare, coordinate, and publish estimates and plans, including plans of annexes and appendixes prepared by other staff sections. It will review plans of subordinate elements and will coordinate plans of the other centers within the SFOB.

#### AVIATION OFFICER

The aviation platoon of the SF service company provides personnel to operate the Army aviation portion of the operations center. This aviation element assists the S3 in preparing the aviation portion of estimates, plans, orders, and reports.

#### LIAISON SECTION

Normally, a liaison officer from each of the component services, governmental agencies, and allied countries is located at the SFOB. The liaison section may or may not be an integral part of the operations center. If it is not part of the operations center, it will be located nearby. It is under the staff supervision of the SFG. Air/naval support for deployed SFODs is coordinated through the air/naval liaison offices at the SFOB. The S3 will coordinate closely and continuously with the appropriate liaison officer to insure adequate support for deployed SFODs "A".

#### NBC ELEMENT

The SFG chemical officer is the principal staff assistant to the commander in all matters that pertain to avoiding or reducing the effect of enemy nuclear, biological, and chemical attacks. Further information on the duties of the staff chemical officer is contained in FM 3-1.

#### S5 SECTION

The S5 is the principal staff assistant to the commander in all matters pertaining to political, economic, social, and psychological aspects of SF operations. He has staff responsibility for those actions embracing the relationship between the committed detachments and the people in the operational area and for those

operations in which PSYOP techniques are used to help achieve command objectives by creating in target groups the emotions, attitudes, or behavior desired.

#### WEATHER OFFICER

The weather officer is provided to the operations center by the USAF Weather Service. He provides advice on matters related to weather, and he prepares weather briefings for committed SFODs prior to infiltration.

### THE SUPPORT CENTER

The support center is the focal point for administrative and logistical activities within the SFOB. It is under the direction of the SFG executive officer. The day-to-day activities within the support center are performed by the S1 section (administration) and the S4 section (logistics).

The support center is a functional grouping of personnel who provide administrative and logistical support for the SFOB and to deployed operational elements. It performs the following functions:

- Plans and controls the administrative activities of the base.
- Maintains a minimum stockage level of supplies and equipment.
- Manages assigned stocks.
- Coordinates movements.
- Develops and manages the maintenance plan.
- Requisitions and coordinates support requirements.
- Maintains control of personnel management and records.

A type of support center comprised of SFG staff officers and staff sections is shown on page 7-12.

#### S1 SECTION

The S1 section of the support center is

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supervised by the S1. This section is responsible to the group commander for administration and management of personnel assigned or attached to the SFG. It is also responsible for briefing alerted SF elements on matters of strength, replacements, burial and graves registration, morale, personnel services, and personnel procedures. Administrative support for SF units engaged in, or in support of, UW, SO, or FID operations is provided within the same general guidelines as administrative support for other US military forces.

The S1 section also operates the distribution center, which processes and distributes all SFOB correspondence except messages to and from the committed detachments.

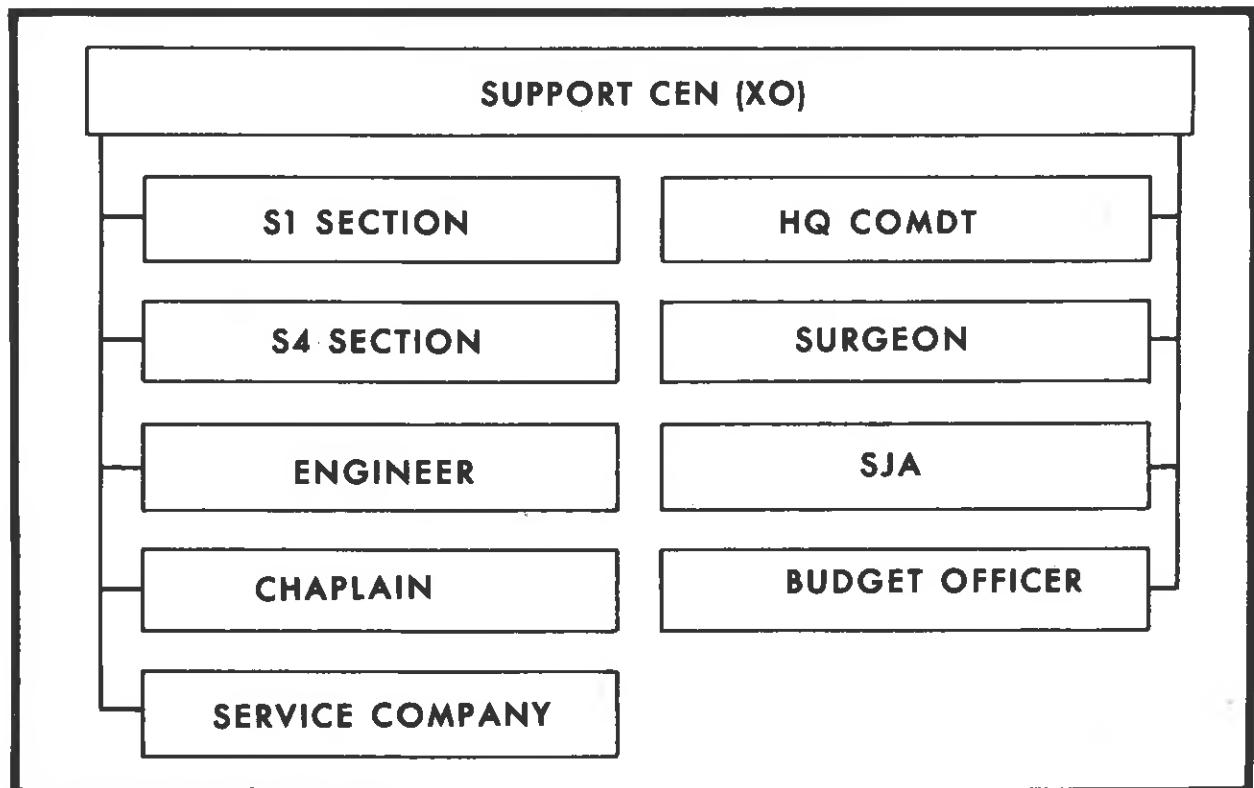
An additional source of emergency replacement personnel is within the SFOB. (The S1 should maintain a listing of the training and qualifications of personnel who make up the

SFOB and be prepared to recommend to the SFG commander replacement of critical personnel.) Routine personnel matters should be covered by the SFG field standing operations procedure (SOP).

### S4 SECTION

The S4 section of the support center is supervised by the S4. It includes attached or supporting logistical units from other headquarters and other services. The S4 section prepares the logistical portion of operational plans. It continuously reviews all supply requirements and submits, through appropriate supply agencies, all supply requests.

Normally, the SFOB will not stockpile large quantities of supplies. The stockpiling of materiel will be in accordance with guidance contained in Department of Defense logistic plans and programs and will be maintained to provide



A type Special Forces support center

support for US UW operations. These plans and programs will also provide stockpiles of equipment and supplies required in support of theater UW plans. Guidance on logistic support of UW operations, to include specialized support for nonstandard items of equipment and special logistical procedures, may be found in (S) Vol 1, JCS Pub 20, Joint Unconventional Warfare, Policy, Concepts, and Procedures (U), and (S) FM 101-10-3, Staff Officers' Field Manual, Organizational, Technical, and Logistic Data (Classified Data) (U).

Logistical support for SF operations is provided by the group logistical platoon of the service company. Logistical matters are conducted in the support center under the staff supervision of the S4. The logistic element is responsible for planning and supervising the supply, services, and maintenance activities required to support the SFOB and deployed operational elements.

#### SPECIAL STAFF OFFICERS

Each of the special staff officers -- staff judge advocate, budget officer, chaplain, group surgeon, chemical officer, and engineer staff officer -- performs those duties related to his specific field and those duties specified by the SFG commander. Special staff officers also brief alerted SF elements within their areas of professional expertise.

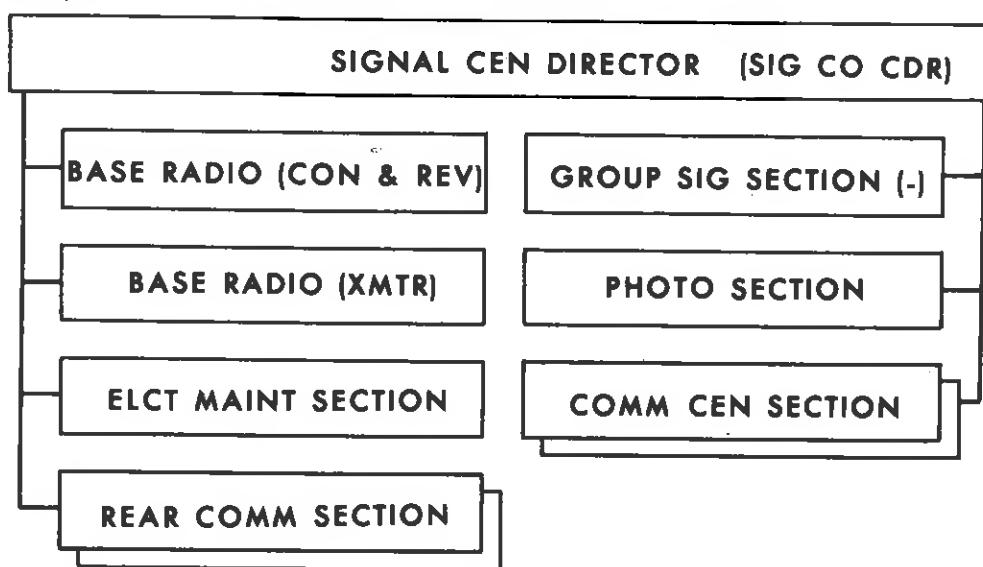
#### HEADQUARTERS COMMANDANT

The headquarters commandant, under the direction of the support center director, is responsible to the SFG commander for coordinating all housekeeping details within the SFOB, such as guards, mess facilities and operations, billet assignments, and space allocation.

#### THE SIGNAL CENTER

The mission of the signal center is to establish and maintain a secure, reliable, long-range communications capability between the external headquarters and the committed SFODs "A" and to provide secure communications between the SFOB/FOB(s) and other headquarters/agencies supporting the SF mission. The signal center is under the direction of the SF signal company commander.

The signal center coordinates signal requirements for the committed detachments and compiles the CEOI and the signal annex to the operational orders. It also plans, installs, operates, and maintains continuous internal communications for an SFOB. A detailed explanation of the organization and operation of the SFOB signal center appears in (C) TC 31-20-5, Special Forces Communications (U). A type signal center is shown below.



A type signal center

## SF LIAISON PARTY

The SF liaison party is a provisional unit organized when required to provide liaison and assistance to a conventional commander. (See chapter 4, situations 6 and 7.) The SF liaison party may be provided by the SFOB and placed in support of the conventional commander. Liaison officer/parties normally are under the direction of the SFG deputy commander.

### MISSION AND FUNCTIONS

The liaison party's mission is to insure that intelligence of interest to the conventional commander is provided by the SF assets in the area of operations (AO). It assists the conventional commander in gaining timely and continuous intelligence of interest from the UWOA. It coordinates operational administrative, logistical, and communications requirements, thereby helping the conventional commander to exercise his operational control of UW forces.

The liaison party must be capable of - -

**Providing expertise and staff assistance on employment of Special Forces and the guerrilla force and on all aspects of UW operations.**

**Providing secure communications with UW forces in the UWOA.**

**Advising the conventional commander in selecting only those critical essential elements of information (EEI) requirements for collection by SF elements. This insures communications and operational security within the UWOA.**

**Advising the tactical commander on the psychological implications of operations in the UWOA.**

**Providing liaison to division level when directed.**

### COMMUNICATIONS

The SF communications system is used to pass traffic between the SFOB and deployed SF elements in the UWOA. When the area of intelligence interest of a committed conventional

force encompasses the UWOA, requests by the tactical commander for intelligence information will be passed by the SF liaison party to the SFOB using the area communications system or an SF radio teletypewriter link. The radio teletypewriter link is established when the area communications system cannot meet operational requirements. The SFOB will then task appropriate elements in the UWOA and receive information from those elements using the SF 300 words per minute (wpm) burst communications system. The requested intelligence information is passed back to the corps through the SF liaison party over the teletype system discussed above.

When UW forces are placed under operational control of a corps, the SF liaison party will be augmented by a communications element from the SF signal company. This element is capable of receiving burst messages from deployed SF detachments in the UWOA and gives the liaison party the capability to directly task operational detachments in the UWOA.

In both situations above, SF operational detachments would not normally enter directly into conventional unit communications nets as these nets cannot accommodate burst transmissions. If SF elements switch to the manual Continuous Wave (CW) or voice mode, they become extremely vulnerable to enemy radio direction-finding techniques. The physical capability for direct SF communications with the conventional unit must be viewed in the light of security and survivability. The continuous communications capability which exists between the SF liaison party and UW forces in the UWOA prior to and during linkup operations must be restricted to essential traffic to enhance security and survivability within the UWOA. Conventional commanders should insure that only critical EEI requirements are levied on SF operational detachments.

Communications for SF liaison party situations in the 1979 time frame are shown on page 7-15. Communications for SF liaison party situations in the 1982 time frame are shown on page 7-16. It is significant that once organic communications are allocated to the SF liaison party, the

SFG's capability to deploy FOBs with full communications is degraded proportionately.

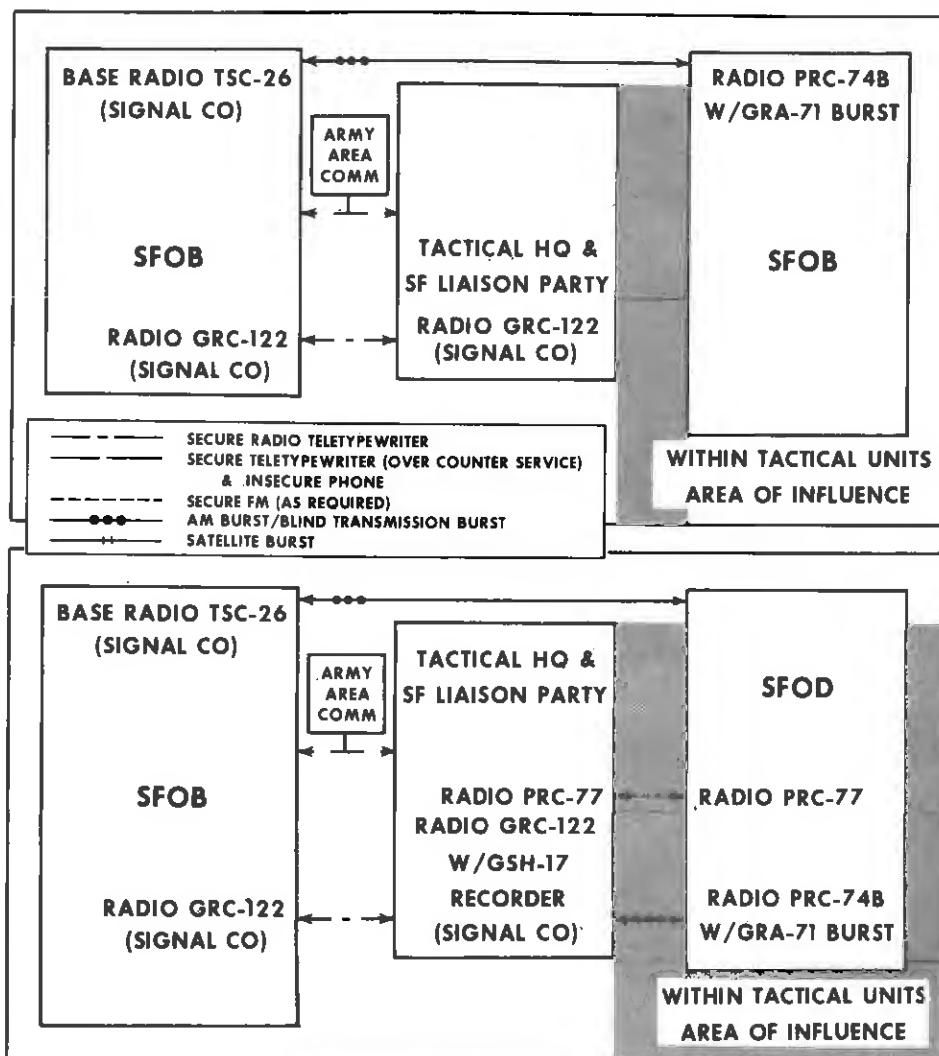
#### LINKUP WITH GROUND FORCES

The initial passage of operational control of UW forces in the UWOA from the SFOB to the conventional ground force is coordinated and directed by the headquarters that controls both forces. Normally, operational control of Special

Forces and guerrilla forces *is not passed* below division level. The conventional commander exercises operational control through the SF liaison party; SF detachments in the UWOA report directly to the SF liaison party. Communications must be restricted to essential traffic to enhance detachment security and survivability.

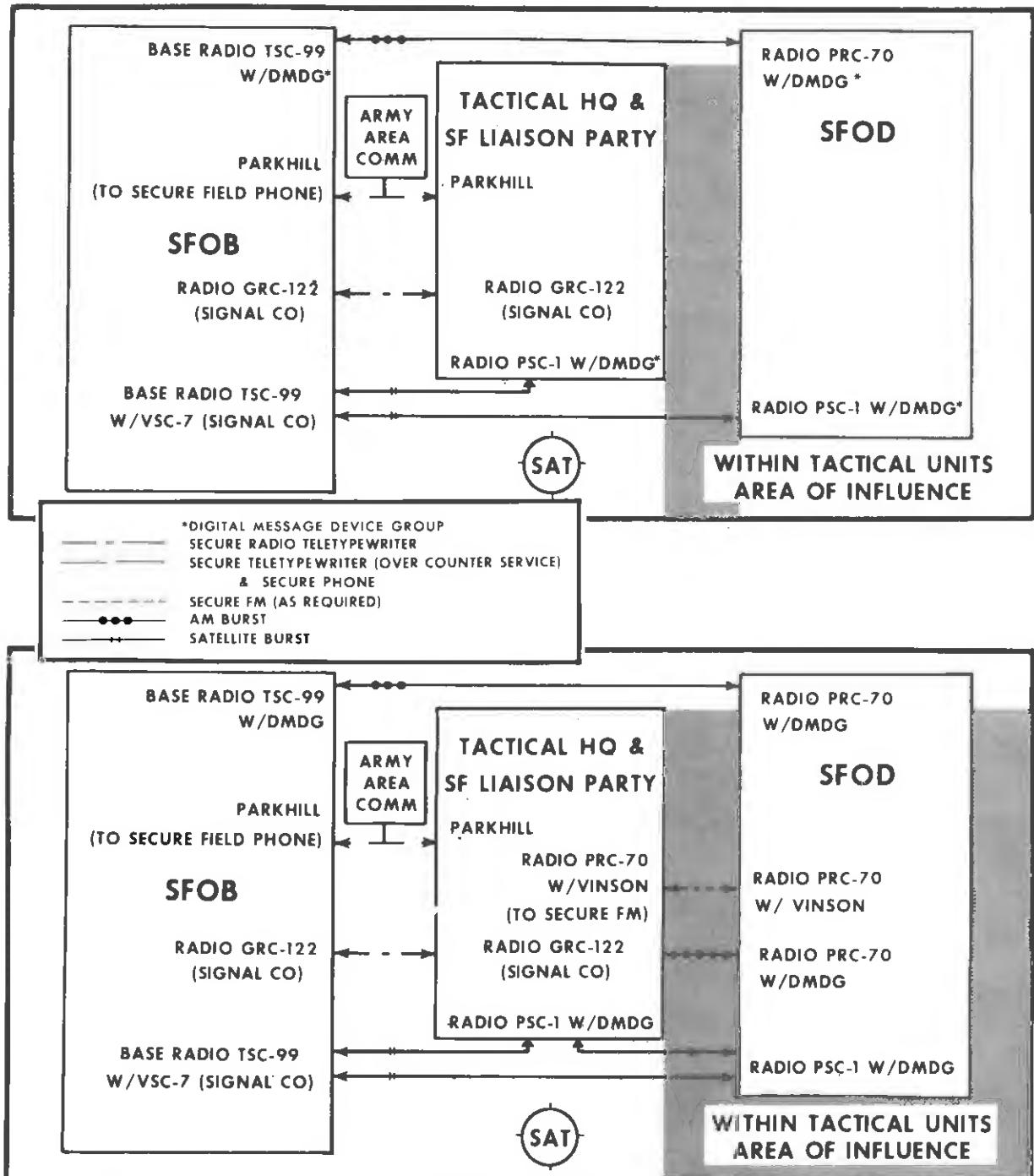


#### 1. Special Forces liaison party situation I (SFOB command of SFOD) circa 1979



#### 2. Special Forces liaison party situation II (SF in direct support of a tactical unit) circa 1979

1. Special Forces liaison party situation I  
(SFOB command of SFOD) circa 1982



2. Special Forces liaison party situation II  
(SF in direct support of a tactical unit) circa 1982

## CHAPTER 8 SF FORWARD OPERATIONAL BASE



**S**F missions frequently require the establishment of several echelons of command to efficiently conduct SF operations. The SFG is organized to accommodate the establishment of a number of echelons of command, and operations are usually planned and executed in this manner.

When the SFG commander determines that more than one echelon of command is needed to satisfy mission requirements, he designates one or more of his subordinate battalions to establish FOBs.

Some situations may require that only an FOB be established to support the mission. In

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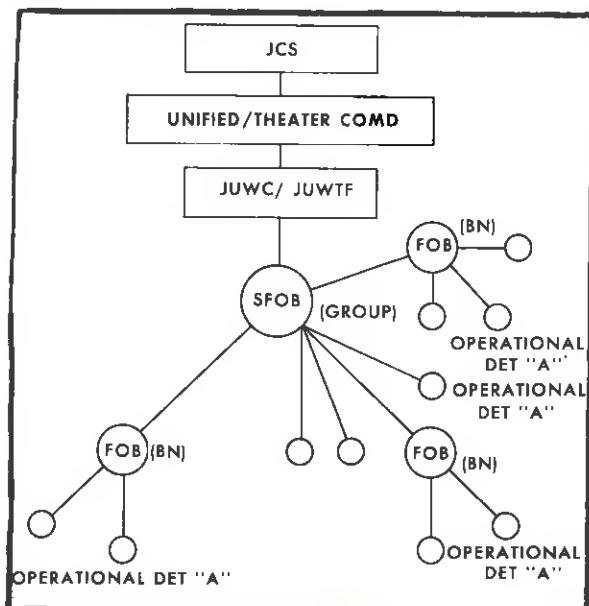
such situations an FOB may be established as a separate control headquarters reporting to a higher headquarters other than the SFG. In other situations a requirement may exist for the SFG to field an SFOB and three FOBs as shown on page 8-2. Under this configuration, the SFG is stretched to its limits and operates with very austere communication, administrative, and logistical capabilities in its FOBs.

An FOB is a command, control, and support arrangement established by the SFG.

An FOB independent of an SFOB is established - -

For specific missions requiring a separate command and control headquarters reporting directly to a JUWC or JUWTF. In this instance the SFG provides the resources to form the FOB, but has no command and control function. The FOB coordinates with the SFG for operational, administrative, and logistical support as required. The organization, missions, and functions of the FOB are similar to those of the SFOB, but on a reduced scale.

An FOB subordinate to an SFOB is established - -



A fully committed SFOB

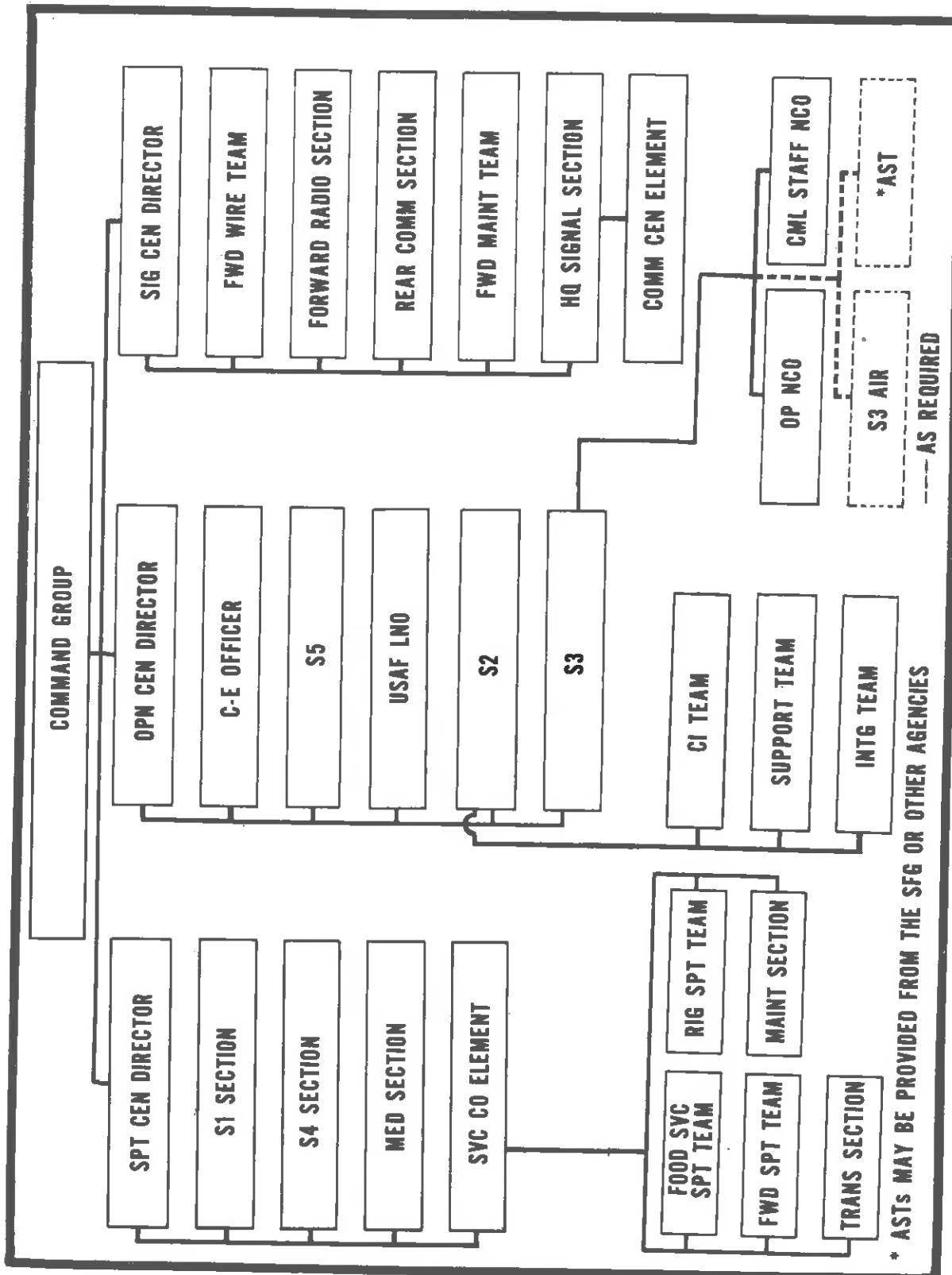
To extend the span of control of the SFOB when distances involved preclude effective command or support of deployed operational elements. The organization and functions of the FOB will vary with the mission; duration and scope of operations; and security, communications, administrative, and logistical support requirements. For example, it may function as an intermediate command and control base, a forward launch/recovery site, a radio relay site, or to provide liaison to a tactical commander when SF are engaged in operations supporting conventional units.

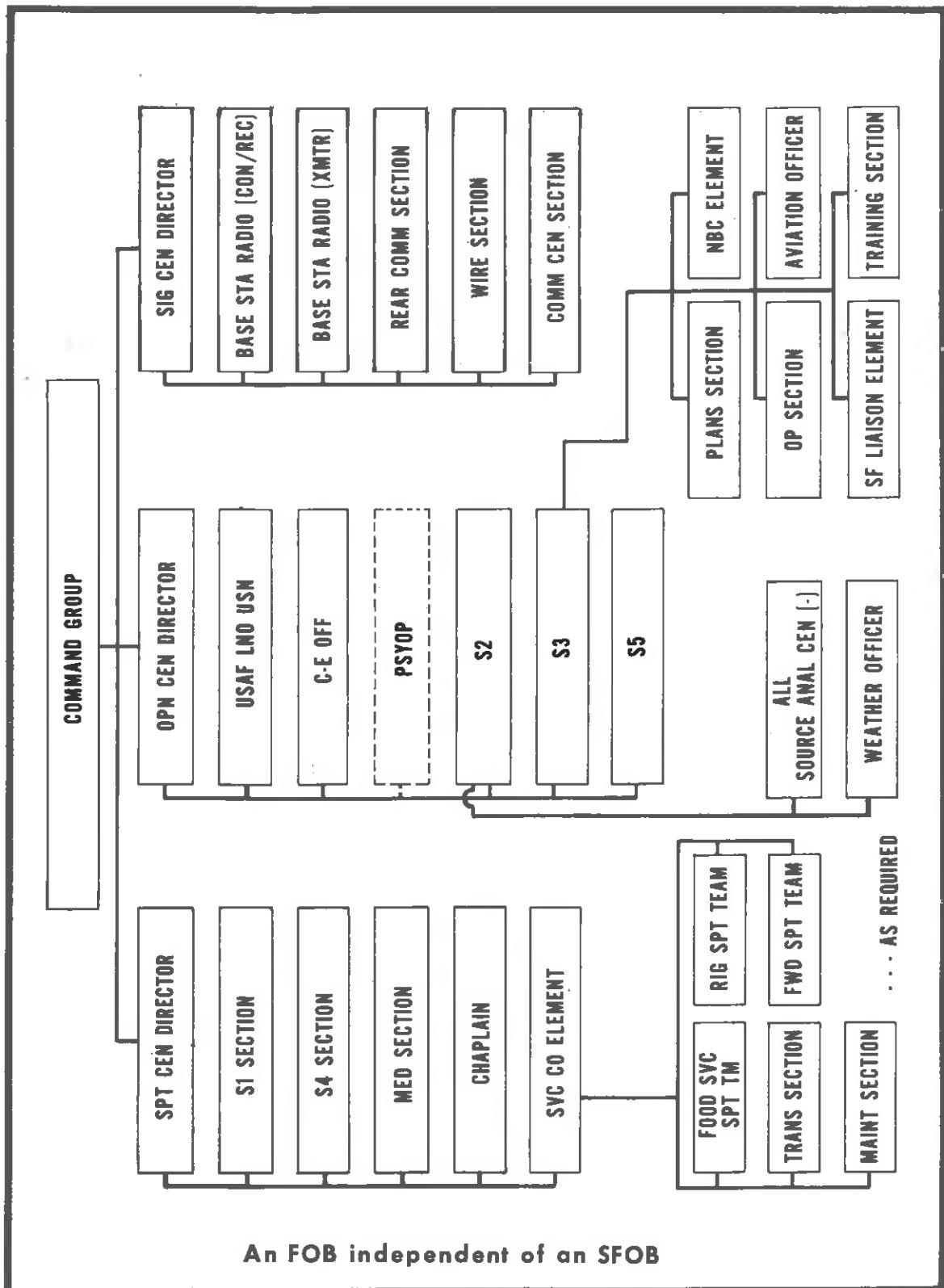
The organization, functions, and staff activities related to an SFOB and discussed in previous chapters are equally applicable to the activities of the FOB. Consequently, this chapter will not discuss these activities in detail except in situations where there may be significant variations in operational procedures between the SFOB and the FOB. Generally, the activities of the FOB will be the same as for the SFOB for a similar type function

### ORGANIZATION OF THE FOB

When the SFG mission dictates the deployment of a separate FOB, the FOB is configured to provide command, control, and/or support for its assigned SFODs and its attached elements.

Normally, the SF battalion will provide the FOB commander and staff. The SFG will provide the operational and support elements to form the FOB. This type of FOB may be composed of an SF battalion headquarters (C detachment), a base operations platoon from the SFG signal company, and appropriate support elements from the SFG service and combat intelligence companies. The allocation of these elements from the SFG allows the SF battalion sufficient resources to form the FOB. A graphic representation of a type FOB subordinate to an SFOB is shown on page 8-3. An FOB employed independently of an SFOB is shown on page 8-4.





In the event the SF battalion establishes and operates an independent FOB, extensive augmentation from the SFG staff, the SF service company, the SF signal company, and the SF combat intelligence company is necessary. Their cellular structure allows these units to attach elements to the FOB. The SF battalion will require augmentation from the JUWC/JUWTF for sustained operations as well as for physical security, area intelligence, and base defense requirements.

To prepare operational detachments for deployment as well as to direct, administer, and support those detachments after deployment, the FOB will normally be organized in a configuration similar to the SFOB. Additional personnel from the SFG headquarters and other SFG units may be required to establish the FOB operations center, which performs the same functions as the operations center at the SFOB. A base operations platoon or other augmentation from the SF signal company may be attached to the SF battalion to provide the personnel and equipment to form the signal center of the FOB. The SF battalion will need appropriate maintenance and logistical personnel from the SF service company to operate the FOB support center. It may require additional personnel, e.g., Air Force weather officer, to be attached to perform other functions at the FOB.

Staff responsibilities within the FOB are the same as in the SFOB except the responsibilities of the SFG deputy commander in the SFOB are usually assumed by the SF battalion executive officer in FOB operations.

## FUNCTIONS PERFORMED AT THE FOB

The functions performed at the FOB are similar to those performed at an SFOB:

Planning and direction of operations

Administrative support

Logistical support

Communications support

Intelligence support

Air/naval support

Mission preparation, training, briefing, and staging

Liaison and coordination with higher, adjacent, or subordinate headquarters

Civil affairs operations

Psychological operations

## PLANNING AND DIRECTION OF OPERATIONS

The FOB commander and staff analyze the mission requirements for an operational plan. Based on his analysis, the FOB commander assigns missions to his subordinate operational elements. He allocates sufficient resources to these operational elements and oversees the implementation of his orders.

## ADMINISTRATIVE SUPPORT

Administrative support at the FOB is minimal. Essential administration is provided by the Personnel and Administration Center (PAC) personnel of the SF battalion headquarters section.

## LOGISTICAL SUPPORT

Logistical support for FOB operations is provided by the elements of the group logistical platoon of the service company. Logistical matters are accomplished at the FOB in the same manner as at the SFOB.

## COMMUNICATIONS SUPPORT

Communications support for the FOB is provided by either a base operations platoon or a combination of a forward radio section and rear communications section as outlined in (C) TC 31-20-5, Special Forces Communications (U).

## INTELLIGENCE SUPPORT

Intelligence support for the FOB is provided by the SF battalion S2. The S2 may be assisted in developing and disseminating intelligence by

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the CBTI company. Provisions must be made to allow the FOB S2 access to the all source intelligence center of its higher headquarters.

### MISSION PREPARATION, TRAINING, BRIEFING, AND STAGING

Mission preparation, training, briefing, and staging at the FOB are conducted in the same manner as at the SFOB. In some situations, the FOB may be used as a launch/recovery site. In such situations, portions of mission preparation, training, and briefings may be conducted at the SFOB with staging conducted from the FOB.

### AST SUPPORT

AST support at the FOB will require that one or more ASTs from the SFG or other source be attached to the SF battalion. The principles of compartmentalization of information and OPSEC must be employed in the FOB.

### LIAISON AND COORDINATION WITH HIGHER, ADJACENT, OR SUBORDINATE HEADQUARTERS

Organizational principles for the staff are the same as those of other type staffs. The FOB staff officers promote cooperation and coordination of effort as well as exchange of information with other headquarters that have an interest in the FOB's operations. There is direct

coordination between staff officers at the FOB and comparable staff officers at higher, adjacent, or subordinate headquarters.

### CIVIL AFFAIRS AND PSYOP SUPPORT

Civil affairs and PSYOP support in the FOB is provided through the SF battalion S5 in the same manner as in the SFOB.

### FACTORS FOR CONSIDERATION IN THE EMPLOYMENT OF AN FOB

The SFG commander determines the need for an SFOB and/or FOBs. This determination is made by analyzing the SFG mission and determining the number of echelons that will best satisfy the command, control, and support requirements of the mission. Some factors to consider in determining the need for FOBs in addition to or in lieu of an SFOB are:

Mission

Duration and scope of operations

Administrative and logistical requirements

Operational security requirements

Site location

Training

Communications

Control



CHAPTER  
**9**

# COMMAND AND CONTROL OF SPECIAL OPERATIONS AND FOREIGN INTERNAL DEFENSE



**N**either special operations nor foreign internal defense operations can be isolated from UW or from each other. In some situations, SF may be tasked to conduct special operations as an adjunct to their primary mission of UW; in some FID operations, SF may have to employ UW techniques and at the same time conduct various special operations.

SF missions may be undertaken during all types of war -- cold, limited, and general -- and in all intensities of conflict -- low, medium,

and high. Situations are likely to develop where SF units are operating in a low intensity conflict (LIC) that is on the periphery of an area where mid intensity conflict (MIC) is being conducted by conventional forces engaged in a limited or general war.

## SPECIAL OPERATIONS

Administrative support is provided by the support center when an SFOB/FOB is established. It is under the staff supervision of the S1.

perishable nature of some targets precludes extensive training for the execution of these special operations. These factors must be considered in determining the nature of the command and control system for special operations and the employment of SF operational bases/forward operational bases (SFOBs/FOBs). If the NCA or JCS desire a high degree of control due to the sensitivity of a special operation, establishment of an SFOB or FOB may be undesirable. In some SO situations, an FOB could be established separate from the SFG and respond direct to the NCA or JCS.

#### **ORGANIZATION**

Factors considered in organizing an SFOB/FOB for special operations are the same as for UW operations. The organization of the SFOB/FOB will depend on the mission and on the requirement to prepare operational detachments for deployment and to direct, administer, and support these detachments after deployment. The SFOB/FOB will be formed from elements of the SFG and will be augmented, as needed, for sustained operations. The augmentation will normally be provided from either theater or unified command resources.

Establishment of an operations center, support center, and signal center will depend on the nature of the SO mission. Usually, all three centers will be established, but the functions of the centers may be tailored to satisfy the mission's unique requirements, e.g., the use of an airborne communications relay. Command and staff functions are performed with the SFOB/FOB in the same manner as for UW missions.

#### **PLANNING AND DIRECTING OPERATIONS**

Upon receipt of the SO mission, the commander analyzes the mission and plans for its accomplishment. He assigns missions to subordinate operational elements, provides guidance, and insures that each subordinate element fully understands what is required. He and his staff then supervise the preparation and execution of the operation. At the same time, the commander insures that adequate communications have been developed to support the command and control requirements of the

mission. Administrative, logistical, communications, intelligence, and air naval support are provided in the same manner as for UW missions.

#### **MISSION PREPARATION, TRAINING, BRIEFING, AND STAGING**

Once the SFG commander receives a special operation mission, he selects the operational element to accomplish the mission. The operational element immediately begins planning for the mission. In an SO mission, time is usually a critical factor, so there are time constraints on planning. Time permitting, mission preparation, training, briefing, and staging will be accomplished in the same manner as in UW missions. If time is insufficient for normal preparation, the commander must decide what procedures will be used and what degree of risk is acceptable for accomplishing the mission. He will then make appropriate adjustments to the routine preparation procedures.

#### **COORDINATION OF INFILTRATION AND EXFILTRATION**

Special operations may involve clandestine penetration into a target area that is deep within enemy-controlled territory. In such cases, detailed coordination of the infiltration method is necessary to insure that the operational element gains access to the SO target. Normally, accomplishment of an SO mission requires a degree of risk, and planning must consider infiltration/exfiltration methods.

#### **EMPLOYMENT OF AN SFOB/FOB IN SPECIAL OPERATIONS**

An SO mission may be conducted in conjunction with either UW or FID missions. The cellular organization of the SFG allows the SFG commander to conduct multiple missions simultaneously. The overall situation of the SFG will have an impact on the composition of a subordinate element conducting an SO mission. When a subordinate operational element is assigned an SO mission, the SFG commander will allocate sufficient resources to that operational element to accomplish the mission. If organic resources of the operational element are insuf-

ficient, the SFG commander may augment the unit with required personnel/equipment.

## FOREIGN INTERNAL DEFENSE

Foreign internal defense is defined as *participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency.*

Special Forces can perform a number of FID operations. The concept of employing Special Forces in FID is to augment an SFG with highly specialized skills (i.e., civil affairs, psychological operations, medical, military police, and engineer) needed to assist a host country to develop internal defense. An SFG so augmented can provide mobile training teams (MTTs) to:

*Train, advise, and assist host country --*

*Regular forces.*

*Paramilitary or irregular forces.*

*Government agencies.*

*Temporarily expand and complement US security assistance efforts.*

When an SFG augmented as above has been deployed, it may be designated a security assistance force (SAF). This SAF will require additional support because of the augmentation. This additional support requirement will affect the scope of activities conducted at an SFOB/FOB if these bases are required for the mission. The basic functions of the operational bases will remain the same, but the support center may be enlarged due to increased administrative requirements.

The primary role of SF in an FID environment will be that of trainers rather than operating elements. SF units are well suited for assisting a host nation in building a training base for its army. Once an adequate training base has been developed, SF in conjunction with host country forces can conduct --

*Intelligence operations*

*Psychological operations*

**Civil affairs operations**

**Populace and resources control operations**

**Operations against insurgent base areas**

**Operations against interior infiltration routes**

**Remote area operations**

**Urban operations**

**Border operations**

Conduct of the above operations is discussed in (C) FM 31-20, Special Forces Operations (U), and FM 100-20, Low Intensity Conflict.

The mission of the SFOB/FOB in FID is the same as in UW or SO -- that is, to prepare operational elements for deployment and, after deployment, to direct, administer, and support these elements. The functions and organization of the SFOB/FOB in FID are consistent with those of an SFOB/FOB in UW and SO. Consequently, the following paragraphs will cover only those areas where a significant variation occurs in SFOB/FOB operations.

When establishing an operational base in FID, both the area in which the base is established and the operational area are considered friendly. As the SF effort develops in the area, provisions must be made to support expanded operations, to include establishing FOBs. In FID, SO missions will likely be undertaken on a bilateral basis, while SF simultaneously assist in developing the training base of the host country. These situations will require a command and control system tailored to the situation, and the establishment of FOBs should support the requirements of the SAF. In addition to supporting operational missions, the SFOB/FOBs must be able to support civil affairs and psychological operations undertaken by the SAF.

## COMMAND AND CONTROL

Special Forces may expect to function under various organizations. The presence of a military mission or military assistance advisory

group (MAAG) and its size and capability to support deployed SF detachments are some of the determining factors in establishing operational bases. In some cases it may be necessary to establish functional operational bases to direct and support deployed detachments; for example, an SFOB may be required to support the major training effort, while FOBs may be established to support operational detachments engaged in bilateral FID operations.

### **ARMY LOGISTICAL SUPPORT**

When SF operational elements are assigned or attached to a command for employment in FID, primary responsibility for logistical support of the SF element, or SAF, is transferred to the US Army overseas component of the appropriate unified command. Logistical support requirements are coordinated between the Army component commander and the security assistance element in the host country as directed by the commander of the unified command. Normally, administrative and logistical support elements of the security assistance element support assigned or attached SF elements. When required by the scope of operations, the chief of the security assistance element may be directed to establish a separate administrative and logistical support element to administer to the needs of the operational detachments. In such instances, an SFOB/FOB may be established to provide this support.

### **EMPLOYMENT OF AN SFOB/FOB IN FID**

An FID mission may require either a small number of SF operational elements or the entire SFG. The number of operational elements required will depend mainly on the mission and scope of FID operations.

In the early stages of an insurgency, SF MTTs may be committed to a host country.

These teams may be followed by other teams to perform specific missions. When SF MTT activities and strength within a country do not warrant an additional command and control organization, the MTT may be assigned to the senior military representative within the host country.

In the more advanced stages of insurgency, a major part of an SFG may be committed. In such cases, the SFG commander may establish an SFOB/FOB by using a battalion of the SFG. The senior military representative in the country will normally have operational control over such organizations.

In other cases, it may be necessary for all or most of the SFG to be committed to a country, or a region involving several countries, and to be assigned to a unified command. The unified command may include many US Army general purpose forces as well as support units from other US military services. The unified command commander may elect to establish a subordinate joint element (or joint task force), which in turn may direct the SFG to establish an SFOB/FOB to control the activities of organic SF and attached units engaged in FID operations.

In the situations outlined above, all commanders, staffs, and individuals should be thoroughly familiar with the in-country US and indigenous organizations to insure that optimum advice and assistance in training and operations are provided the indigenous military and paramilitary forces of the host country. This fundamental requirement of providing support and training assistance to the indigenous military forces of the host country will provide the information on which to base the employment of an SFOB and one or more FOBs.



CHAPTER  
10SF IN SUPPORT OF THE  
TACTICAL COMMANDER

**S**pecial Forces function under many varied command and control arrangements. The exact structure is determined by the assigned mission, tasks, and requirements of the commander. Special Forces have the capability to operate in both the strategic and tactical arenas. Thus, Special Forces can assist in accomplishing the strategic commander's long-range goals, and they can also provide assistance to the tactical commander on the conventional battlefield.

The use of Special Forces on the tactical battlefield must be carefully orchestrated with the requirements for their use in the strategic arena. This orchestration is due to the long period needed to train a Special Forces operational element and the shortage of Special Forces in the Army. In deciding to utilize Special Forces to support tactical ground forces, such as HUMINT functions, the unified command commander must be aware of the strategic contingency missions to which these SF operational

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elements have been committed. Once SF operational elements have been committed to a tactical mission, considerable time will be required to recall these elements for strategic contingency missions.

Ideally, Special Forces assets will be divided into units with a strategic contingency mission and units with a primary strategic contingency mission and a secondary tactical mission. Under these circumstances, all SF units and resources assigned to a unified command will be placed under the command of the JUWC/JUWTF. The JUWC/JUWTF will retain command of all SF operational elements, but will be prepared to place selected SF detachments in direct support of conventional commanders based on guidance from the unified command commander. This command arrangement allows conventional commanders to utilize Special Forces assets to respond to tactical missions for their respective commands, and enables the JUWC/JUWTF to reconstitute the SFG in a short period of time if a priority strategic contingency requiring use of the SFG should arise. A graphic representation of this command relationship is shown on page 10-3.

Placing Special Forces in direct support of tactical commanders must be carefully considered prior to committing these resources. The JUWC/JUWTF will assign priorities to strategic contingencies and determine the SF elements required to accomplish those missions. Once these SF operational elements have been identified, remaining SF resources may be made available for operations in support of the tactical commanders. Once these SF resources are committed to support the tactical commander, an SF liaison element should be formed from available SFG resources and placed in direct support of the tactical commander's operations center headquarters. The liaison party's mission is to advise the tactical commander on the use of SF, and to keep the SFOB commander informed of the status of SF operational elements under his command. The SF liaison party must have continuous communications with the SFOB to insure operational elements are adequately supported. A

graphic representation of this situation is shown on page 10-4.

## MISSIONS

Special Forces offer the tactical commander an additional asset with which to conduct the battle. There are numerous missions that can be performed by Special Forces in support of tactical ground forces. Some of these missions are:

*Penetration missions beyond 150 km forward of the forward edge of the battle area (FEBA) and within the enemy's second echelon.*

*Intelligence collection missions to locate --*

*Command and control headquarters*

*Troop concentrations*

*Missile storage/sites and airfields*

*EW sites*

*Hostages/prisoners of war*

*Target surveillance and acquisition operations; designate and electronically mark targets for terminal guidance of strike aircraft.*

*Forward air control for air missions; e.g., armed reconnaissance, close air support, and interdiction.*

*Search and recovery operations.*

*Recovery of personnel/sensitive equipment.*

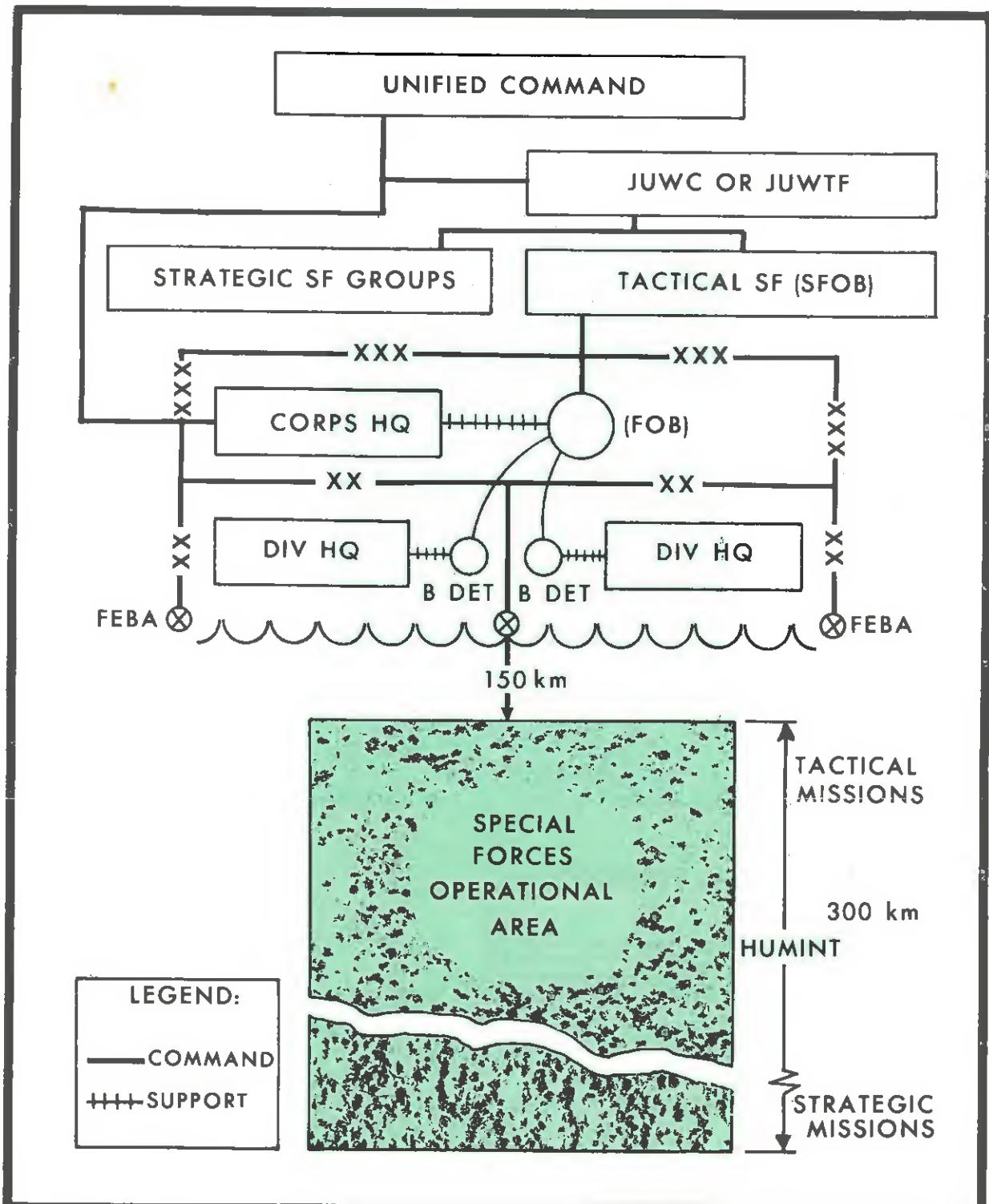
*Locate and report data on preselected, alternate, or potential drop zones/landing zones (DZ/LZ).*

*Provide area assessments.*

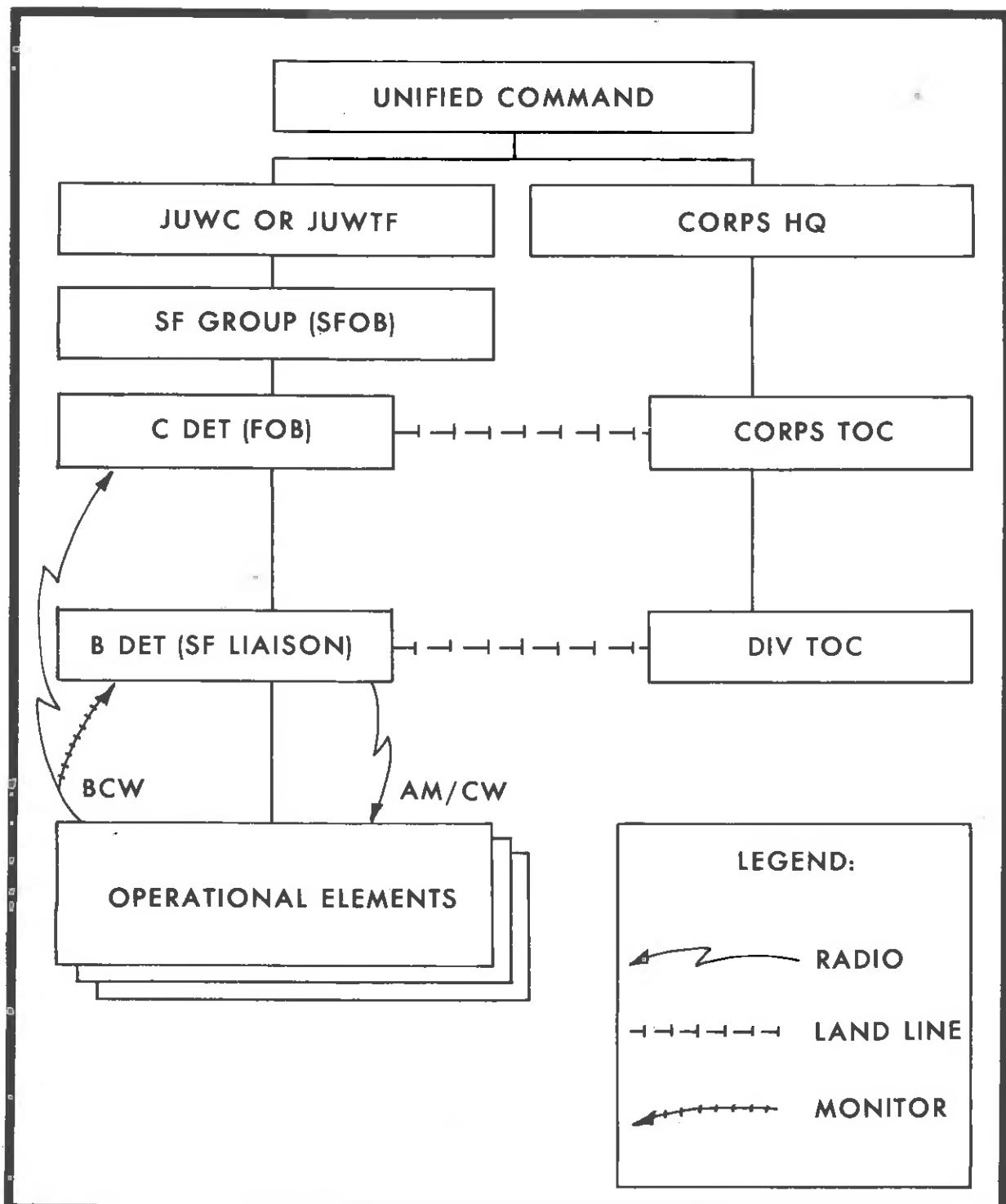
*Disruption missions beyond 150 km forward of the FEBA.*

*Target attack with special munitions.*

*Unilateral interdiction operations.*



SF/Tactical Commanders Relationship



SF Liaison Party Communications

*Locate potential resistance; develop partisans into a viable fighting force to disrupt lines of communications and supply through subversion and sabotage.*

*Provide DZ/LZ parties or guides to assist parachute/air assault forces during the critical assembly period.*

*Assist in reconstruction of a secure environment as appropriate.*

## LINKUP

Regardless of the conditions under which linkup is effected, the following considerations govern linkup planning:

### COMMAND RELATIONSHIPS

When linkup becomes imminent, operational control of UW forces is passed to the conventional force commander (normally a corps). Initial passage of such control will be coordinated and directed by the headquarters exercising control over both forces. The tactical commander exercises operational control of UW forces through a Special Forces liaison party which is provided to him by the SFOB. For a detailed discussion of command relationships in various situations, see chapter 4.

### LIAISON

A transfer of operational control of UW forces from the unified command level to tactical commands requires the exchange of liaison personnel. The SFOB attaches an SF liaison party to the corps headquarters being assigned operational control of UW forces. If operational control is passed to division level, the SF liaison party provides the necessary liaison to the division headquarters.

The SFOB may direct that a liaison party consisting of SF and resistance representatives be exfiltrated from the UWOA to assist in linkup planning. This party can provide timely information concerning the latest resistance and enemy situations, and recommend linkup coordination measures and missions for guerrilla forces.

The tactical commander may infiltrate a

liaison party into the UWOA. This liaison party may include representatives from the G3 section, SF liaison personnel, tactical air control parties, forward observer teams, and communications personnel and equipment. This liaison party must know the scope and purpose of the linkup plan and appropriate missions for the guerrilla force.

### CONTACT POINTS

Specific locations must be established for the two forces to effect contact. Usually these points are well-defined terrain features.

### COORDINATION OF SCHEMES OF MANEUVER

Tactical control measures must be established to assist linkup. Guerrilla forces are usually dispersed over a large area; consequently, linkup may take place at several widely separated points and at different times. Not all guerrilla forces will necessarily be involved in linkup with tactical units. For example, during a raid or area interdiction operation by airborne forces or when conducting operations as part of a cover and deception plan for an amphibious force, it is often undesirable to linkup all guerrilla forces with the attacking force.

### FIRE COORDINATION MEASURES

Appropriate fire control measures, both permissive and restrictive, must be established to protect both the linkup and guerrilla forces. Because guerrilla forces are widely dispersed and civilian support organizations are a part of the UW force, thorough coordination of targets selected for nuclear and conventional weapons attack is required. Provisions must be made to warn friendly elements of the population who may be endangered by these fires.

### COMMUNICATIONS COORDINATION

Radio communication equipment with the guerrilla forces is normally limited. The tactical commander must provide the guerrilla force with equipment having a voice capability that can link them to his headquarters. Visual recognition signals are selected to assist in linkup.

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Pyrotechnics and other required items not available to the guerrilla force should be provided by the conventional force.

### EMPLOYMENT FOLLOWING LINK-UP

The unified commander, in coordination with US and allied officials, determines the disposition or further use of UW forces following linkup. Within this guidance, the tactical commander may employ recovered guerrilla forces.

### MISSIONS FOR INDIGENOUS FORCES

*Missions that may be assigned to guerrilla, paramilitary, or irregular forces supporting conventional US units include:*

#### CONVENTIONAL COMBAT OPERATIONS

Indigenous forces may be employed to augment, relieve, or replace conventional units in the main battle area, e.g., to contain or destroy bypassed enemy units.

When assigning operational missions to indigenous forces, the tactical commander must carefully consider their capabilities. The sustained combat capability of indigenous forces is affected by their strength, organization, leadership, training, equipment, background of personnel, and extent of civilian support. Consequently, indigenous units may be unable to accomplish comparable missions of like-size conventional units. Assignment of missions should take advantage of their light infantry characteristics and area knowledge.

The most severe limitation to employing indigenous forces on conventional combat operations is their shortage of adequate voice communications equipment and transportation. The tactical commander must overcome this disadvantage by providing them the necessary equipment.

#### RECONNAISSANCE

Familiarity with the terrain and people makes indigenous forces unique for reconnaissance missions. They can patrol difficult terrain

and gaps between tactical units, establish roadblocks and observation posts, screen flanks, and provide guides.

#### COUNTERGUERRILLA OPERATIONS

Indigenous forces are adapted by experience and training for use in counterguerrilla operations. Their knowledge of guerrilla techniques, the language, terrain, and population can be exploited by tactical commanders. They may provide the principal sources of intelligence on dissident elements opposing friendly forces and can move in difficult terrain to locate guerrilla bands. They can detect enemy sympathizers in villages and towns and implement control measures in unfriendly areas. When properly supported, indigenous forces may be given complete responsibility for counterguerrilla operations in selected areas.

#### REAR AREA SECURITY

Indigenous forces may be used as security forces within the theater army area command (TAACOM). In assigning these forces a rear area security role, their area knowledge should be the governing factor, and whenever possible, they should be employed on an area basis. They may guard lines of communications, logistical and administrative installations, supply depots, airfields, pipelines, rail yards, or port facilities; patrol terrain that contains bypassed enemy units or stragglers; and police towns and cities. When provided with appropriate transportation, indigenous forces may be used as a mobile security force reserve.

#### CIVIL SUPPORT

Because of their area knowledge and experience, indigenous forces may assist to restore the area to its normal state. They can perform refugee collection and control duties and civil police duties, assist psychological operations campaigns in rear areas, apprehend collaborators and spies, recruit labor, and guard key installations and public buildings.

A significant mission that may be assigned to Special Forces after completion of their involvement with resistance forces is to

*retrain host country conventional military units.* Special Forces may be used to retrain and reconstitute host country conventional military units that have suffered reversals in combat actions. The emphasis is on rapidly training unit cadres in leadership, operations, and combat tactics and techniques.

### LINKUP WITH AIRBORNE FORCES

When planning and executing airborne assault operations, the command relationships discussed above must be modified. As soon as possible after approval of the ground tactical plan, the joint airborne task force commander assumes operational control of Special Forces and guerrilla forces that directly and indirectly affect the operation. Thus, UW forces have sufficient time to respond to assigned tasks in support of the joint airborne task force's mission. The time frame is not precisely defined, but depends on the mission, communications, responsiveness, and the capability of the UW forces. Special Forces and guerrilla operations must be synchronized with the airborne assault. If these operations are commenced prematurely, they may nullify the surprise effect of the airborne assault and, in turn, may cause destruction of the guerrilla force. Conversely, if committed too late, the desired effects of their employment may never be realized.

Operational control of UW forces that can directly influence the mission of the airborne

force is passed by the joint airborne task force commander to the commander of the unit conducting the airborne operation. This passage of operational control normally occurs when the airborne assault begins.

Operational control of UW forces that indirectly affects the mission is retained by the joint airborne task force commander.

### LINKUP WITH AMPHIBIOUS FORCES

When an amphibious task force commander becomes responsible for an amphibious assault objective area, Special Forces and guerrilla forces within that area are placed under his operational control. Operational control of UW forces is transferred to the landing force commander when he assumes responsibility for operations ashore. Normally, operational control of UW forces supporting amphibious operations will not be passed below major landing force component level.

When a planning directive for the conduct of an amphibious operation is issued, the SFOB provides a Special Forces liaison party to both the amphibious task force and landing force commanders. Early deployment of the Special Forces liaison party insures complete integration of UW activities to support the amphibious operation.

CHAPTER  
**11**

# TRAINING



In the Special Forces group, as in any unit, the final objective of all training is the accomplishment of the unit mission. The initial and intermediate objectives include training individual members to become proficient in their assigned tasks, cross-training them to become capable of performing related tasks, and training them to coordinate their skills into an effective team and unit.

## DEVELOPING YOUR TRAINING PROGRAM

There are three basic questions you must answer before developing your training program:

Where are we now? What can your soldiers

do now compared to what you want them to be able to do as a result of training? (Current level of training versus desired level of training.)

Where are we going? What should your soldiers be able to do as a result of their training? (Training objectives: the desired results of training.)

How can I best get from where I am to where I should be? (What organization, subjects, and training techniques will provide the most effective and efficient use of available resources?)

Management of training assets (time, personnel, materiel) is a function of command. The commander faces the responsibility of getting and keeping a unit combat ready.

## TYPES OF TRAINING

Training can be divided into two categories: individual and collective. Individual training prepares a person to perform specific duties and tasks related to the assigned MOS or duty position. Collective training prepares a group to accomplish tasks required of the group as a whole. Both individual and collective training are conducted by institutions (schools, academies, etc.) and units.

## SOLDIER'S MANUAL

A Special Forces soldier's manual describes what is expected of each soldier. It contains instructions on how to learn new skills; it also cites references and explains the standards which must be met for evaluation. Every soldier has a job; the soldier's manual is the basic reference for that soldier's individual training.

## ARMY TRAINING AND EVALUATION PROGRAM (ARTEP)

The ARTEP is a valuable tool for developing a training program. Each ARTEP is designed to help the commander plan and conduct training for his unit and then evaluate the effectiveness of that training. The ARTEP is designed for a specific unit.

Training and evaluation outlines are included in the ARTEP. These outlines are aids for performance-oriented training. An outline covers:

Identification of the task to be performed.

Description of the conditions of performance.

Establishment of standards of acceptable performance.

The ARTEP for your unit, along with field manuals, technical manuals, soldier's manuals, and training circulars, forms the base of information needed to design and implement an effective training program.

Your training program's basic requirements are met by the individual soldier's manual and your unit's ARTEP. However, everything your unit and your troops could be required to perform is not found in those two publications. You must take an imaginative look at your situation based upon your unit's missions, implied missions, and contingencies to decide on a training program. There are many resources to draw on to aid your training program; films, training extension courses (TEC), correspondence courses, etc., are all available. The important thing is to set the proper training objectives.



# APPENDIX A

## REFERENCES

JCS Publications		
2		(O) Unified Action Armed Forces (UNAAF)
20 Vol I		(S) Policy Concepts and Procedures For Joint Unconventional Warfare (U)
Army Regulations		
710-1		Centralized Inventory Management of the Army Supply System
710-2		Materiel Management for Using Units, Support Units and Installations
Field Manuals		
11-23		Theater Communications Command (Army)
31-20		(C) Special Forces Operations (U)
33-1		Psychological Operations
41-5		Joint Manual for Civil Affairs
41-10		Civil Affairs Operations
57-1		US Army/US Air Force Doctrine for Air-borne Operations
100-20		Low Intensity Conflict
101-5		Staff Officers' Field Manual: Staff Organization and Procedure
101-10-1		Staff Officers' Field Manual: Organizational, Technical and Logistical Data (Unclassified Data)
101-10-2		Staff Officers' Field Manual: Organizational, Technical, and Logistical Data Extracts of Nondivisional Tables of Organization and Equipment
101-10-3		(S) Organizational, Technical and Logistical Data (Classified Data) (U)

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### **Training Circulars**

**31-20-3**

**(C) Special Forces Air and Maritime Operations (U)**

**31-20-5**

**(C) Special Forces Communications (U)**

### **Army Training and Evaluation Program**

**31-101**

**Army Training and Evaluation Program  
for Special Forces**

# APPENDIX B

## EVOLUTION OF OPERATIONAL BASES

The current concept of operational bases in support of clandestine guerrilla operations originated in the operations of the British Special Operations Executive (SOE) and the American Office of Strategic Services (OSS). During World War II, all operations in support of clandestine resistance activities in occupied Europe were called "special operations." To facilitate operations, the London group of the British SOE was fused with the Special Operations (SO) Branch of the American OSS and formed into the SOE/SO for all special operations in northwestern Europe. A combined SOE/OSS base, called MASSINGHAM, was also set up in Algiers to handle special operations into southern France and the Balkan countries.

In December 1943 the Supreme Commander, Allied Force Headquarters (AFHQ) in the Mediterranean theater, became responsible for special operations in the Balkan as well as in the Middle East. By February 1944, the volume of work had increased to such an extent, and had been interwoven with such high level policy decisions, that a section in the G3 division was formed to deal solely with special operations.

By April 1944 it became necessary to establish an agency responsible to AFHQ for further control and technical supervision of the various agencies, which included subversive forces, raiding forces, and the in-country resistance groups. This agency was known as Headquarters Special Operations Mediterranean (HQSON). The very nature of these operations demanded the overall actions of the SOE/OSS be centrally planned at the highest governmental levels to provide a unity of effort, while the execution of this planning was decentralized and accomplished by relatively junior of-

ficers over large geographical areas. The wartime requirements of preparing SOE/OSS teams/agents for clandestine guerrilla operations and the need to provide direction and support for these elements compelled the SOE/OSS to develop operational bases.

This evolution of the organization and command of resistance forces led to the establishment of additional operational bases in various parts of the world where they could better support resistance forces. For example, the MASSINGHAM operational base established a subordinate base on the island of Vis in the Adriatic Sea off the coast of Yugoslavia to support Marshal Tito's partisan activities. The MASSINGHAM operational base also established an advanced base, code named BALAC-LAVA, on the island of Corsica to support resistance activities in France and Italy.

Following World War II, US political and military leaders were occupied with the manifold world problems resulting from the chaos of years of war. A hasty military demobilization of US Armed Forces and the atomic-bomb monopoly allowed US leaders to ignore the lessons taught by the resistance fighters. But these lessons again became important following the North Korean invasion of South Korea in June 1950.

US UW efforts during the Korean War centered on the activities of the Combined Command Reconnaissance Activities Korea (CCRAK). This unconventional unit was formed as a result of the Eighth US Army withdrawal from the Yalu River in late 1950, when some 6,000 to 10,000 Korean irregular troops were swept with it. Most of these irregulars fled to

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friendly held islands or mainland territory along the Korean littoral. The decision was made to employ these irregulars as guerrillas, and for 3 years these guerrillas - - later named partisans - - were trained, supported, and directed by the US Army.

The Eighth US Army assumed control of the partisans in early 1951 and assigned them the mission to establish a resistance net in North Korea that would support regular forces in an anticipated offensive to liberate all or part of North Korea. The organizational structure created to direct this mission emanated from the Attrition Section, Miscellaneous Division, G3, Eighth Army, to CCRAK. By the end of 1951, control of the Korean partisans had shifted directly from G3, Eighth Army, to G2, Far East Command (FEC). FEC controlled UW operations by using two major subordinate operational bases code named LEOPARD (located on

Paengnyong-Do Island off the western coast of Korea in the Yellow Sea) and KIRKLAND (located at Chumunjin on the eastern coast of Korea). Both LEOPARD and KIRKLAND employed additional bases to support UW operations in the interior of North Korea. Subordinate support bases located on Cho-Do and Sok-To Islands facilitated UW support from LEOPARD, and forward operational bases were formed on Nan-Do and Sol-Som Islands in support of KIRKLAND UW operations.

More recently, the experience in Vietnam provided additional examples of US involvement in UW. The Vietnam experience, once again, demonstrated that subordinate operations bases were necessary to conduct UW. In that conflict, a major operational base was established at Nha Trang with a variety of subordinate bases being established throughout the various country regions.

# APPENDIX C

## STAFF ACTIONS DURING SFOD ISOLATION

This appendix amplifies the responsibilities of the SF staff and the area specialist team to assist SFODs in preparing their mission during SFOD isolation.

The AST is composed of an area specialist officer, an area specialist sergeant (from the S3 section), and an intelligence analyst (from the S2 section). Three ASTs are organic to each SF group. Each AST is organized to support a battalion and/or the organic units of a battalion during independent operations. The ASTs assist the SF commander in predeployment planning by coordinating the activities of the respective battalions and/or units with the SFG staff.

The SF battalions/companies are readily deployable units normally oriented toward specific regions of the world. To improve their chances for success, SFODs "A" require more preparation in predeployment intelligence than conventional Army combat units. To accomplish this, SFODs "A" conduct general area studies of assigned countries and specific intelligence studies of areas of operations; they are supervised by the SF company commander. General area studies are normally provided by special research and/or other governmental agencies. SFODs "A" usually assemble their own studies, assisted by ASTs, into an appropriate format for operational use. Since SF commanders are responsible for SFOD predeployment planning of their respective units, it is imperative that SF battalion commanders be continuously informed as to the status of SFOD predeployment planning. SF company commanders actively supervise their subordinate operational detachments for deployment using ASTs for assistance as required.

The SFG intelligence section procures the necessary intelligence documents from which the detachment's area studies are prepared. Coordination through prescribed intelligence channels is effected with all appropriate unified command intelligence agencies for the continuous production and procurement of timely intelligence.

Several methods of area study preparation are feasible. Some of these methods are:

- Preparation by operational detachments. This method has the advantage of the operational detachments learning more about their areas of interest through the extensive research required in preparation. Although this method is very time consuming in terms of expenditure of training time investment, once placed in isolation, the detachment can quickly assimilate the data for their respective area of operation.

- Preparation by the SFG S2. The entire area study may be prepared by the SFG S2. This method frees the SFODs for other training requirements.

- Preparation by area specialist teams. These teams are assigned specific geographic areas related to their unit's mission. They can provide valuable assistance to operational detachments in predeployment planning and in isolation. The ASTs assist the SF company commander in the command and control of his subordinate detachments by providing him with information essential to the successful mission accomplishment of operational detachments.

- The above methods may be combined or

modified as the mission may require. Obviously, many time-sensitive missions will not permit extensive periods for area studies. In this event the SF company commander must insure that operational detachments are sufficiently prepared to accomplish their assigned missions.

● Regardless of which technique is used for predeployment preparations, the overall responsibility to insure the SFODs are adequately prepared lies with the commander of the respective echelons of command of SF units. The SF company commander monitors all predeployment activities of his subordinate SFODs "A"

and provides supervision and assistance to SFOD "A" commanders as may be required. The SF company commander keeps continuously informed of the status of his subordinate SFODs "A" following infiltration and insures the senior SF battalion commander is kept abreast of the operational situation as it develops.

The following matrix outlines general areas of staff assistance provided to operational detachments in isolation. The matrix is not intended to be restrictive nor to nullify the prerogatives of any military commander.

ITEM	SFOB STAFF ACTIONS								SFOD "A" TASKS		
	AST	S1	S2	S3	S4	S5	MED OFF	ENGR OFF	C-E OFF	INFIL AGENT	CY
Pre-isolation POR verification **										All POR requirements are reviewed to include SFOD ID data, medical records, personnel records, and SFOD personnel clothing lists.	
Infiltration and operational planning guides **										In pre-isolation, operational detachments prepare routine operational guides to insure all operational requirements will be satisfied.	
Isolation schedule						*				Operational detachments plan their activities to allow sufficient time to accomplish planning/training and conform to the isolation schedule.	
SOP							*	(1)		All detachment members must be familiar with the SFOB SOP as well as operational SOPs.	
Mission briefing										All SFOD members attend.	

\*Assistance provided as required.

\*\*Performed prior to isolation.

Table C-1. Isolation Guide.

- (1) Issue.
- (2) Guide.
- (3) Coordinate.

ITEM	SFOD STAFF ACTIONS							SFOD "A" TASKS			
	AST	S1	S2	S3	S4	S5	MED OFF	ENGR OFF	C-E OFF	INFIL AGENT CY	
Group OPLAN and annexes	*	*	*	*	*	*	*	C-E annex/ brief			SFODs conduct an analysis of mission requirements and plan appropriately to satisfy those requirements.
Operation area intelligence											SFODs analyze operational area intelligence.
Resistance force dossier and photos											SFOD members become familiar with resistance dossiers and recognition photographs, if available.
Resistance force composition and organization											SFOD members study and become familiar with the composition of the resistance force and organization. May recommend reorganizing the force if necessary to make a more effective combat force.
Specialized training or information											SFOD members requiring any specialized training or information make their requirements known through the ASTs.

\*Assistance provided as required.

- (1) Issue.
- (2) Guide.
- (3) Coordinate.

Table C-1. Isolation Guide.

ITEM	SFOB STAFF ACTIONS							SFOD "A" TASKS		
	AST	S1	S2	S3	S4	S5	MED OFF	ENGR OFF	C-E OFF	INFIL AGENT-CY
SFOD staff organization.	*									Specific responsibilities coinciding with military staff areas of interest, are assigned to individual SFOD members who may request staff assistance in their respective areas of interest.
Target folders		*					*			SFOD analyzes target folder, develops additional targets, and develops preliminary plans for attack.
Safe areas and procedures			*							SFOD member prepares the evasion plan in coordination with the S2 and insures all detachment members memorize the plan.
Evasion and escape mechanisms (existing)				*			*			SFOD members memorize E&E mechanisms which exist in their area of operation.
Maps and overlays					*				*	SFOD members study infiltration route and determine en route rally points. A sterile large scale Survival map should accompany SFOD on infiltration.

\* Assistance provided as required.

(1) Issue.  
(2) Guide.  
(3) Coordinate.

**Table C-1. Isolation Guide.**

ITEM	SFOB STAFF ACTIONS							SFOD "A" TASKS		
	AST	S1	S2	S3	S4	S5	MED OFF	ENGR OFF	C-E OFF	INFIL AGEN-CY
Infiltration assembly plan	*									SFODs develop and memorize the infiltration assembly plan and contingencies.
Infiltration site (photos, location and data)				*						SFODs make a terrain analysis of the area surrounding the infiltration site and the contact area.
Infiltration DTG					*					SFOD uses infiltration time to establish reverse infiltration planning, and plan accordingly.
Contact procedures with resistance force; location and time						*				SFOD memorizes procedures to contact resistance forces to include locations and times.
Climatological summary							*			SFODs study weather data and determine the impact of weather on the infiltration and for extended planning purposes once in the UWOOA.

\*Assistance provided as required.

- (1) Issue.
- (2) Guide.
- (3) Coordinate.

**Table C-1. Isolation Guide.**

ITEM	SFOB STAFF ACTIONS								SFOD "A" TASKS	
	AST	S1	S2	S3	S4	S5	MED OFF	ENGR OFF	C-E OFF	INFIL AGEN-CY
Asset (if available)	*(2)	*	*							SFODs debrief any available asset, and analyze information provided.
En route abort plan	*		*						*	SFOD prepares an abort plan based on check-points in conjunction with the SFOB staff and the infiltrating agency.
CEOI, (radio contact)								*		All SFOD members study the CEOI, and memorize required items.
Code names									*	(CEOI) SFOD members become familiar with DZ, LZ, BLS, targets, and individual code names.
Bundle codes									*	Resupply bundles are marked in accordance with SFOB SOP.

\*Assistance provided as required.

- (1) Issue.
- (2) Guide.
- (3) Coordinate.

Table C-1. Isolation Guide.

ITEM	SFOB STAFF ACTIONS										SFOD "A" TASKS		
	AST	S1	S2	S3	S4	S5	MED OFF	ENGR OFF	C.E. OFF	INFIL AGEN-CY			
Bona fides	*								*		SFOD members memorize bona fides, and rehearse as necessary.		
Briefback format				*	*						SFOB commander prepares briefback format; SFOD members memorize sensitive information which deals with life or death situations (e.g., en route rally procedures).		
Finalized op plans review						*					SFOD members review, discuss and finalize all operational plans to insure understanding by all members. The SFOD member who prepared specific operational data questions and cross-checks SFOD for information.		
Rehearsals							*				All SFOD members participate in rehearsals of infiltration (e.g., evasion, assembly, rally, and contact procedures) and all other aspects of the operation.		
"G" training schedule								*			SFOD prepares/plans individual, basic, advanced, and any specialized training required for the resistance force.		

\*Assistance provided as required.

- [1] Issue.
- [2] Guide.
- [3] Coordinate.

Table C-1. Isolation Guide.

ITEM	SFOB STAFF ACTIONS							SFOD "A" TASKS			
	AST	S1	S2	S3	S4	S5	MED OFF	ENGR OFF	C-E OFF	INFIL AGENT-CY	
24-hour isolation log (DA Form 1594) Issue and maintain after SFOD infil	*	*	*	*							DA Form 1594 is maintained while in isolation.
Infil manifest forms (blank)		*		*				*			SFOD prepares infil manifest.
Intra-SFOB msg forms (blank)		*	(1) Maintain					*			SFOD places all requests in writing (e.g., intel, supplies, etc.)
Infiltration items req (blank)		*	(1) Maintain					*			SFOD requests necessary infil items.
Funds information		*	(2) Brief on "G" pay		*	*	*	*			SFOD is familiar with the guerrilla pay scale and the type funds available to effect evasion.

\*Assistance provided as required.

(1) Issue.  
(2) Guide.  
(3) Coordinate.

Table C-1. Isolation Guide.

ITEM	SFOB STAFF ACTIONS							SFOB "A" TASKS			
	AST	S1	S2	S3	S4	S5	MED OFF	ENGR OFF	C.E OFF	INFIL AGENT CY	
Automatic resupply req	*(1)	*	*	*	*	*	*	*	*		Based on composition of resistance forces, SFOB requests and packs the automatic resupply bundle(s).
On-call resupply req procedures											SFOB reviews the procedures to request (by radio) additional supplies and equipment.
Emergency resupply (conditions)							*	*	*		SFOB is familiar with the conditions which will prompt delivery of, and the basic contents of, the containers.
Briefback rehearsals											SFOB rehearses the briefback and presents pre-briefback to the SF company commander.
Briefback											SFOB presents briefback to the SFOB/FOB commander in order to assure the commander of the SFOB is prepared to deploy.

\*Assistance provided as required.

- (1) Issue.
- (2) Guide.
- (3) Coordinate.

**Table C-1. Isolation Guide.**

# APPENDIX D

## BRIEFBACK FORMATS

This appendix is a guide only. The final decision as to what is presented and who gives a specific portion of the briefback is a command prerogative.

To assist the SFOD in presenting its mission briefback, the following points are offered:

- The scope of information studied by each briefer is limited only by amount of time and research material available.
- As a rule of thumb, only material that is essential to the accomplishment of the mission is presented during the briefback.

Prior to departure from the isolation area or launch site, each SFOD will be required to present a briefback. The purpose of the briefback is to:

■ Provide commanders and the staff an opportunity to evaluate the detachment's preparation and planning for deployment and to insure that the detachment has absorbed all pertinent information that is essential for the accomplishment of the mission.

■ Insure the preparedness of the detachment by allowing the detachment members to demonstrate that:

- They understand the assigned mission.
- They are familiar with the area of operations.
- Estimates of the situation and detailed plans for the accomplishment of the mission have been made.

- All outside administration and support have been requested and coordinated.

To assist the SFOD in presenting the briefback, the following additional suggestions are offered:

- The SFOD should rehearse its presentation.
- The SFOD should prepare maps, overlays, and other appropriate aids and have them ready for the briefback.
- Special items of equipment should be available for inspection.

The briefback guide found on pages D-3 through D-10 is a general guide and should be used accordingly. The fundamental principles used in developing a briefback, and in developing the guide, are:

- Generally, one individual should be responsible for the planning required to insure all pertinent items that significantly affect the SFOD mission are covered.
- The SFOD commander is responsible for the detachment's overall actions and retains specific responsibility for the:
  - General situation.
  - Mission statement.
  - Mission analysis.
  - Concept of the operation.
- The SFOD executive officer usually is responsible for planning administration,

logistics, and guerrilla training. The SFOD weapons NCOs, SF radio operator, SF engineer, and the assistant medical NCO assist the executive officer in his planning.

- Usually, the assistant operations NCO will act as the SFOD intelligence NCO and is responsible for intelligence planning.
- All other SFOD members help develop the overall plan as directed by the SFOD commander and are responsible for their individual portion of the overall plan.

The briefback guide does not attempt to list all tasks that the SFOD may want to cover, and all of the items listed may not be required for

every briefback. As brevity is generally desired during a briefback, items that can be covered by unit SOPs should merely refer to the SOP. If the SOP technique is used, the SFOB/FOB commander should have ready access to the pertinent SOP.

The SFOD members must remember the purpose of a briefback is to assure the SFOB/FOB commander that the SFOD clearly understands what it is to do and that it has made all preparations to insure accomplishment of its mission. With this in mind, and using the following guide, the briefback will be concise and meaningful, and will assist the SFOB/FOB commander in arriving at a positive go/no-go decision.

ITEM	DET CDR	DET XO	OP NCO	HVY NCO	WRN NCO	LT NCO	MED NCO	TAC NCO	SF COW CH	ASST ENGR NCO	ASST MED NCO	RAD OPR	SF ENG	ASST OP NCO (INTEL)	TASK/REMARKS
1. General situation	*														Briefly outline the broad overall situation in the operational area and why the SFOD is going into the area.
2. Mission statement	*														State the specific mission the SFOD has been assigned.
3. Mission analysis	*														Describe the mission requirements to include any implied missions, i.e., infiltrate by parachute.
4. General area orientation										*					This should be a broad orientation to the area, i.e., religion, political system, etc.
5. Weather												*			Cover weather conditions here if they will impact significantly on the operation, i.e., wind conditions over the DZ
6. Terrain												*			Report on terrain here if it will impact significantly on the mission; i.e., are rough terrain suits required for infiltration.

\*SFOD member prepares briefback for this item.

Table D-1. Briefback Guide.

ITEM	DET CDR	DET XO	OP NCO	HVY NCO	LT NCO	MED NCO	TAC LDR	SF ENGR	ASST MED NCO	RAD OPR	SF ENG	ASST OP NCO (INTEL)	ASSISTANT OPERATOR NCO (INTEL)	TASK/REMARKS
7. Enemy situation														Cover the disposition and reaction time of enemy troops in the area. Enemy capabilities should be mentioned.  *
8. Intelligence														Outline the overall intelligence system; i.e., how are agent nets to be organized.  *
9. EEI														State EEI to insure that it is clearly understood by all detachment members.  *
10. Evasion plan (discuss only when requested)														Cover actions that will take place if the mission is compromised or if the SFOD is forced to evacuate the AO.  *
11. Concept of the operation														Briefly outline how the operation is to be conducted. Who does what, and in what sequence events will take place.
11a. Infiltration plan														Discuss how the infiltration will take place; i.e., air, water, etc.

\* SFOD member prepares briefback for this item.

**Table D-1. Briefback Guide.**

ITEM	DET CDR	DET XO	OP NCO	HY NCO	LT NCO	MED NCO	TAC CH	SF COM ENGR	ASST MED NCO	RAD OPR	SF ENG	ASST OP NCO [INTEL]	TASK / REMARKS
11b. Cross loading plan			*										Describe how critical items of equipment will be divided among SFOD members and carried on infiltration.
11c. Contingency plans (i.e., abort plan)			*										Present the plan the SFOD has developed to handle foreseeable contingencies
11d. Primary and alternate DZ/LZ/BLS			*										Mention code names and locations of DZ/LZ/BLS.
11e. Assembly plan			*										Describe the procedures the SFOD will use to assemble on the DZ/LZ/BLS.
11f. Movement plan			*										Describe how the detachment will move from the assembly area to the base camp or objective.
11g. Security plan			*										List the security measures to be used during movement.

\*SFOD member prepares briefback for this item.

Table D-1. Briefback Guide.

ITEM	DET CDR	DET XO	OP NCO	HVY WPN NCO	LT WPN NCO	MED NCO	TAC LDR	SF NCO	ASST ENGR MED NCO	RAD NCO	SF ENG	ASST OP NCO	ASST INTEL	MARKS	TASK/REMARKS
12. Organization of the SFOD														*	Describe how the SFOD is organized to accomplish this mission. Include any attachments or detachments.
13. Plan to contact the resistance force														*	Describe the procedures and "bona fides" to be used in contacting the resistance force.
14. Interdiction plan (if required)														*	Describe the target system that is to be interdicted using CARVE** as a guide.
14a. Priority of targets														*	List the relative effect of interdicting targets and the planned sequence of attacks on the targets.
14b. Demolition plan (if required)														*	Describe the anticipated type and amount of demolitions to be used to attack various targets.
14c. Weapons plan (if required)														*	List any special weapons to be used to attack targets, i.e., LAW, recoilless rifle, etc.

\*\*criticality, accessibility, recuperability, vulnerability, effect on local population

Table D-1. Briefback Guide.

ITEM	DET CDR	DET XO	OP NCO	HY NCO	LIT NCO	MED NCO	WPN NCO	LDR	TAC COM CH	SF ENGR NCO	ASST MED NCO	RAD OPR NCO	SF ENG [INTEL]	ASST OP NCO [INTEL]	TASK/REMARKS
15. Medical situation															Describe any endemic diseases in the area and any medical peculiarities, i.e., malnutrition. List actions to be taken to minimize the above problems.
16. Communications plan					*										Describe in detail the communications system to be used by the SFOD (both within the operational area and with the higher headquarters).
16a. Communication nets					*										Describe the communications nets to be used.
16b. Communication schedules						*									List the schedule of communications contacts.
16c. Communication frequencies							*								List the frequencies to be used in establishing communications.
17. Required reports								*							List the required reports to be sent from the operational area.

\*SFOD member prepares briefback for this item.

**Table D-1. Briefback Guide.**

ITEM	DET CDR	DET XO	QD NCO	HVY NCO	LT NCO	WPN NCO	MED NCO	TAC NCO	SF ENG	ASST OP NCO	RAD OPR	SF ENG (INTEL)	ASST OP NCO (INTEL)	TASK/REMARKS
18. Resistance force training plan			*											Describe the overall training plan for the resistance force, to include training areas.
18a. Intelligence training program for the resistance force									*					Describe the measures and sequence of actions that will take place to teach the resistance force intelligence collection and CI measures.
18b. Demolition training for the resistance force									*					Describe the sequence of training that will take place to teach the resistance force the use of demolitions.
18c. Weapons training for the resistance force									*	*				Describe the sequence of training that will take place to teach the resistance force the use of weapons.
18d. Medical training for the resistance force									*					Describe the sequence of training that will take place to teach the resistance force medical procedures.
18e. Communications training for the resistance force									*					Outline the sequence of training that will take place to teach the resistance force communications procedures.

\*SFOD member prepares briefback for this item.

**Table D-1. Briefback Guide.**

ITEM	DET CDR	DET XO	Op NCO	HVY NCO	LT NCO	WPN NCO	MED NCO	TAC NCO	SF NCO	ASST MED NCO	RAD OPR	5 <sup>th</sup> ENG	ASST OP NCO (INTEL)	TASK/REMARKS
19.														
19a. Logistical plan			*											Describe what material will be required to conduct operations in the area. Describe what material will accompany the SFOD.
19b. Logistical capability of the area			*											Describe what material can be provided from within the operational area. Describe the impact of local procurement of supplies on the logistical plan.
19b. Emergency supply			*											Describe the conditions necessary to implement an emergency resupply.
19c. On-call resupply			*											Describe what the procedures are to receive an on-call resupply.
19d. Automatic resupply			*											Describe what circumstances will implement an automatic resupply.
20. Characteristics of the civilian population in the area			*											Describe any significant characteristics of the civilian population and the effect they may have on the mission.

\*SFOD member prepares briefback for this item.

Table D-1. Briefback Guide.

\*\*SFOD member prepares briefback for this item.

**Table D-1. Briefback Guide.**

# **GLOSSARY OF ABBREVIATIONS AND ACRONYMS**

AM/SSB/FM	amplitude modulated/single side band/ frequency modulated
ARTEP	Army Training and Evaluation Program
AST	area specialist team
AO	area of operations
CA	civil affairs
CBTI	combat intelligence
C-E	communications-electronics
CEOI	communications-electronics operation instructions
CI	counterintelligence
COMINT	communications intelligence
COMMZ	communications zone
COMSEC	communications security
DZ	drop zone
DMDG	digital message device group
E&E	evasion and escape
ECCM	electronic counter-countermeasures
ECM	electronic countermeasures
EEI	essential elements of information
ELINT	electronic intelligence
ESM	electronic warfare support measures
EW	electronic warfare
FEBA	forward edge of the battle area

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FID	foreign internal defense
FOB	forward operational base
FSCL	fire support coordination lines
HUMINT	human intelligence
II	imagery interpretation
INTG	Interrogate
JCS	Joint Chiefs of Staff
JMTSS	Joint Military Trunking and Switching System
JUWC	Joint Unconventional Warfare Command
JUWTF	Joint Unconventional Warfare Task Force
LIC	low intensity conflict
LZ	landing zone
MAAG	military assistance advisory group
MIC	mid intensity conflict
MMD/ASP	mission management and dissemination and all source production
MTT	mobile training team
NCA	National Command Authority
NCS	net control stations
OPSEC	operations security
PAC	Personnel Administration Center
PHOTINT	photographic intelligence
PSYOP	psychological operations
RATT	radio teletypewriter
REMS	remotely monitored sensor
SAF	security assistance force
SF	Special Forces
SFG	Special Forces Group
SFOB	SF operational base
SI	special intelligence
SIGINT	signal intelligence

<b>SIGSEC</b>	<b>signal security</b>
<b>SJA</b>	<b>staff judge advocate</b>
<b>SO</b>	<b>special operations</b>
<b>TAACOM</b>	<b>theater army area command</b>
<b>TCC(A)</b>	<b>Theater Communications Command (Army)</b>
<b>TOC</b>	<b>tactical operations center</b>
<b>TCS</b>	<b>Theater Communications System</b>
<b>UW</b>	<b>unconventional warfare</b>
<b>UWOA</b>	<b>unconventional warfare operational area</b>
<b>XO</b>	<b>executive officer</b>

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**23 DECEMBER 1981**

**By Order of the Secretary of the Army:**

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*Chief of Staff*

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